INTEGRATED ACTION PLAN

Development Organization of Municipality of Larissa - OLON SA

2025

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INTRODUCTION

The Integrated Action Plan (IAP) for the Development Organisation of Municipality of Larissa - OLON SA is a strategic document designed to drive sustainable urban mobility and contribute to the overarching goals of the URBACT IV PUMA network. This plan describes the city’s

commitment to advancing integrated, inclusive, and forward-looking mobility strategies that respond to the unique challenges and opportunities of Larissa while aligning with the broader European and global agendas on sustainability, urban innovation, and climate neutrality.

The IAP is firmly grounded in the principles of the URBACT IV program, which emphasizes cooperation, capacity building, and integrated action planning for sustainable urban development. It aligns with key European policies, such as the Cohesion Policy objectives, the European Urban Initiative (EUI), and the New Leipzig Charter. By embedding these principles into local strategies, Larissa's IAP contributes to the global agenda set by the United Nations Sustainable Development Goals (SDGs), particularly Goal 11: "Make cities inclusive, safe, resilient, and sustainable."

The primary goal of the IAP is to build upon the municipality's existing achievements and create an actionable roadmap that leverages best practices from the URBACT PUMA network. It seeks to enhance sustainable mobility while addressing pressing issues such as:

- Reducing greenhouse gas (GHG) emissions in alignment with the European Green Deal and EU climate targets (55% reduction by 2030).
- Advancing inclusive mobility solutions that cater to vulnerable populations, including the elderly, people with disabilities, and children.
- Promoting active modes of transport like cycling and walking to foster healthier and more livable urban spaces.
- Strengthening the integration of digital and green mobility innovations, paving the way for a resilient and adaptable urban mobility system.

SECTION 1 – CONTEXT, NEEDS AND VISION

Location, territorial context

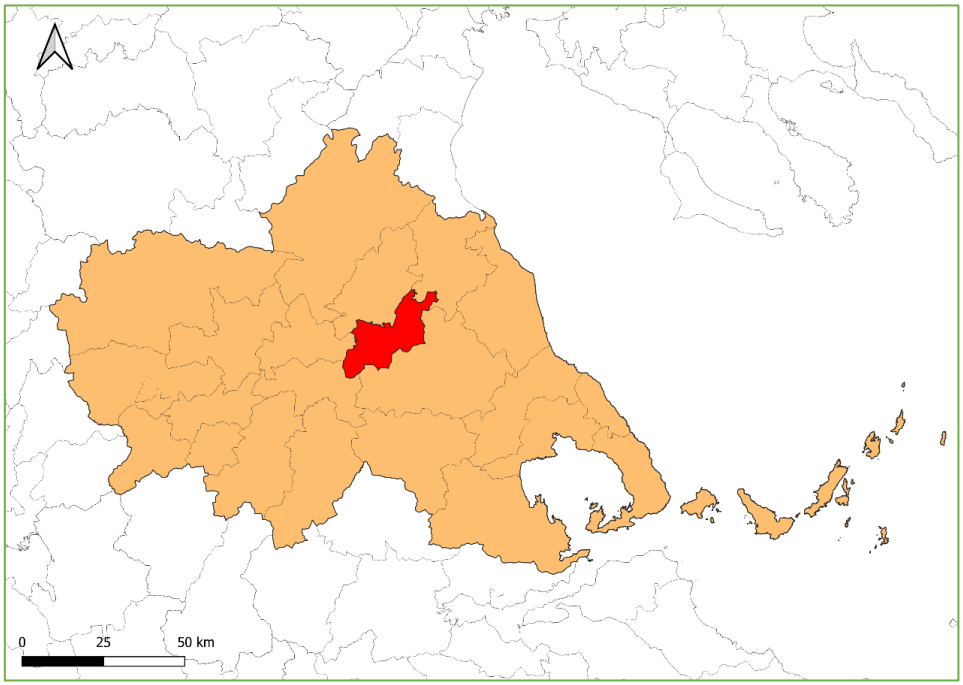
The Municipality of Larissa, the fourth largest city in Greece, serves as a central hub for economic, social, and cultural activities in the Thessaly region. According to the 2021 census, the municipality's population stands at 164.095, with the urban center accounting for 144.651

residents. The city's demographic profile highlights a balanced gender distribution (51.3% male, 48.7% female) and a significant representation of both youth (16.9% under 16) and elderly residents (14.6% over 64). Larissa also supports a growing migrant population, which adds to its diversity and multicultural dynamics.

Total population (2021)	164.095
Urban Population	144.651
% under 16 years	16.9%
% over 64 years	14.6%
Unemployment rate	18.45%

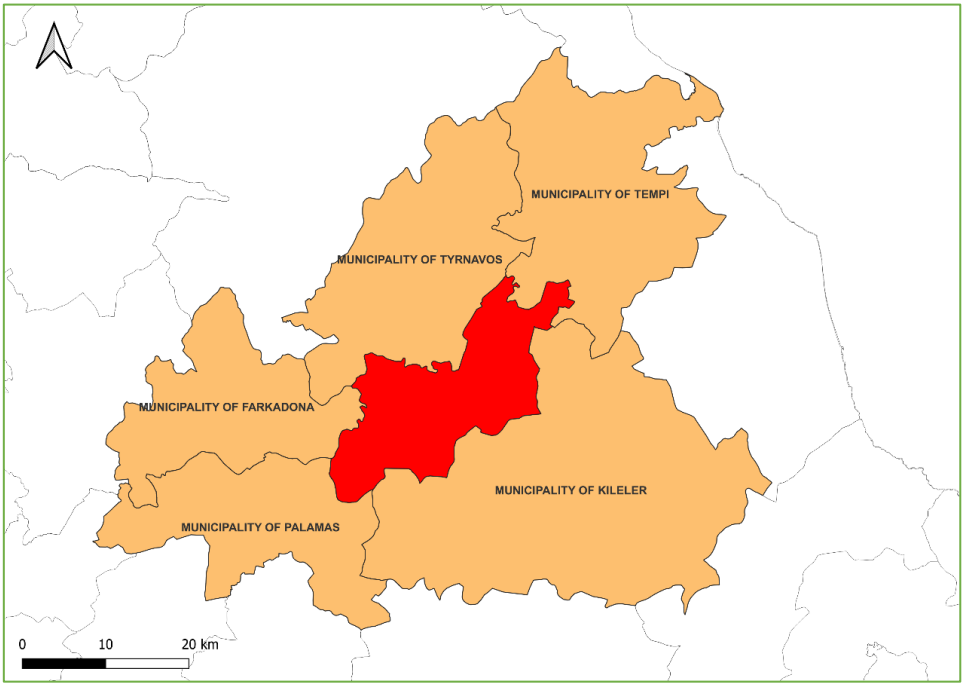
The local economy is primarily driven by a mix of sectors, including agriculture, manufacturing, and services. Notable employment concentrations include wholesale and retail trade, accommodation and food services, education, and healthcare. Despite this, Larissa faces challenges such as an 18.45% unemployment rate, which underscores the importance of inclusive development policies.

The city's geography and infrastructure pose unique challenges to mobility and accessibility. The urban area is intersected by natural and man-made barriers, including the Pineios River, railway tracks, and former military installations, which have historically fragmented urban movement. However, Larissa has taken proactive steps to address these issues through a comprehensive Sustainable Urban Mobility Plan (SUMP) and other strategic frameworks.



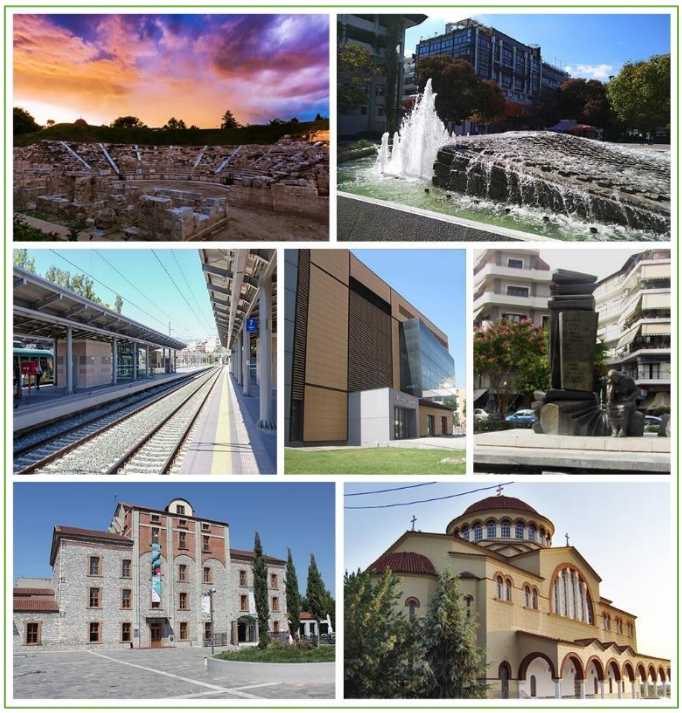
Geographical Location of the Municipality of Larissa (1)

The Municipality of Larissa covers an area of 335.12 square km. It is located in the center of the Region of Thessaly and borders the Municipality of Tyrnavos to the north, the Municipality of Tempi to the northeast, the Municipality of Kileler to the south, and the Municipalities of Farkadona and Palamas to the west.



Geographical Location of the Municipality of Larissa (2)

Larissa is the biggest city in Central Greece in terms of area and population. It is the capital of both the Larissa Prefecture and the Region of Thessaly. The city of Larissa holds a position of significant economic importance along the PATHE road axis (Patras – Athens – Thessaloniki – Evzoni), which connects the two major urban centers of Athens and Thessaloniki (northern and southern Greece). Furthermore, it is situated on Greece's main railway axis and is connected by road to the western part of Greece. The city of Larissa plays the role of a first-level settlement and is one of the most important urban centres. These characteristics make it one of the most dynamic urban areas due to its geographical location.



Urban and Cultural Landmarks in Larissa

Relevant existing strategies and policies

The specific policies or programmes/plans in progress regarding sustainable and inclusive mobility in the city of Larissa are the following:

1. Sustainable Urban Development strategy (SUD)

The Sustainable Urban Development (SUD) Strategy of Larissa for the programming period 2021–2027 is a comprehensive framework designed to foster economic growth, social cohesion, and environmental sustainability. With a total public budget of €44,349,162, co-financed by the European Regional Development Fund (ERDF) and the European Social Fund Plus (ESF+), the strategy emphasizes integrated and inclusive urban development, contributing to local and European climate goals.

The PUMA project aligns seamlessly with Larissa's SUD strategy, particularly in the domains of sustainable mobility and green transition. PUMA offers a transnational platform to exchange knowledge, build capacity, and implement integrated mobility solutions that complement the city's ongoing efforts.

Also, Larissa's participation in PUMA facilitates the development of Integrated Mobility Action, which play as a stepping stone for sustainable urban mobility planning. These plans will

complement Larissa's SUD investments in multimodal transport, including new bicycle lanes and improved pedestrian routes.

By harmonizing PUMA's mobility actions with the SUD framework, Larissa maximizes the impact of European funding. PUMA provides access to URBACT expertise, enabling Larissa to enhance its local mobility solutions while ensuring compliance with EU policy frameworks like the Green Deal and New Leipzig Charter.

2. Sustainable Urban Mobility Plan (SUMP)

Larissa's Sustainable Urban Mobility Plan (SUMP) serves as a strategic and forward-looking framework aimed at transforming the city into a more livable, accessible, and environmentally friendly urban center. The SUMP prioritizes sustainable modes of transport—walking, cycling, and public transit—while reducing the dependency on private vehicles. By tackling traffic congestion, air pollution, and noise, the plan seeks to enhance the city's overall quality of life and economic vitality.

The SUMP of Larissa and the URBACT PUMA project share synergistic goals, focusing on sustainable urban mobility to achieve environmental, social, and economic benefits. The collaboration between these initiatives enhances the effectiveness of Larissa's mobility strategies by incorporating PUMA's transnational expertise and methodologies.

Both Larissa's SUMP and PUMA emphasize the promotion of walking and cycling as primary transport modes. PUMA's knowledge-sharing network provides insights into best practices for designing pedestrian and cycling infrastructures, which Larissa integrates into its mobility framework.

The SUMP of Larissa covers the time horizon up to the year 2030, aligning with national and EU-level targets for climate neutrality and sustainable urban development.

3. Electric Vehicle Charging Plan (EVCP)

The Electric Vehicle Charging Plan (EVCP) of the Municipality of Larissa aims to support the gradual transition toward electromobility by providing a basic charging infrastructure across the city. Although not a primary focus of the IAP, the EVCP contributes to the wider goals of sustainable urban mobility by promoting low-emission transport and improving air quality. In total, 204 charging points are planned, including 10 dedicated to persons with disabilities, strategically located near central areas, public transport hubs, and key urban functions.

Composition, Role, and Process of the URBACT Local Group

The URBACT Local Group (ULG) for Larissa plays a central role in the successful development and implementation of the Integrated Action Plan (IAP) under the PUMA network. By fostering collaboration, inclusivity, and active stakeholder engagement, the ULG ensures that the sustainable urban mobility initiatives align with the city's specific needs, aspirations, and opportunities.

Composition

The ULG is designed to bring together a multidisciplinary team representing various sectors, ensuring diverse perspectives and expertise in tackling urban mobility challenges. Its composition reflects the commitment to inclusivity and collaboration: Key participants include:

OLON SA - ULG Local Group Members

This diverse group provides a well-rounded approach to the IAP development, encompassing accessibility, business, education, governance, and technical perspectives.

Role of the ULG

The ULG plays the role of a bridge between local stakeholders and the broader URBACT PUMA network. Its responsibilities include:

- Facilitating Participatory Decision-Making:

- Ensures that local voices are heard and integrated into the planning and decision-making process.
- Promotes dialogue between citizens, organizations, and municipal authorities to co-create solutions.

- Identifying and Addressing Local Challenges:
  - Conducts workshops and analyses (e.g., Problem Tree) to identify core issues related to urban mobility.
  - Proposes actionable and context-specific interventions for the IAP.
- Promoting Cross-Sector Collaboration:
  - Fosters synergy among different sectors, ensuring that economic, social, and environmental goals are aligned.
  - Encourages knowledge sharing and innovation through partnerships.
- Driving Implementation and Monitoring:
  - Acts as a key advisor during the implementation of IAP initiatives.
  - Monitors progress, evaluates outcomes, and provides feedback for continuous improvement.
- Raising Awareness and Advocacy:
  - Increases public awareness of sustainable mobility options and benefits.
  - Advocates for inclusive, accessible, and climate-friendly urban mobility systems.

Process

The ULG operates through a structured, iterative process involving stakeholder engagement and collaborative planning. Key ULG meetings have included:

1st ULG Meeting (December 11, 2023)

Location: Municipal Council, Larissa Municipality.

The first meeting of the URBACT Local Group (ULG) for the PUMA project in Larissa was held on December 11, 2023, in the Municipal Council Chamber. This meeting marked the starting point for collaboration among local stakeholders, aiming to identify challenges, exchange insights, and establish the foundation for the development of the Integrated Action Plan (IAP).

2nd ULG Meeting (June 10, 2024)

Location: Municipal Council, Larissa Municipality.

The second meeting of the Urban Local Group (ULG) for the PUMA project in Larissa took place on June 10, 2024, in the Municipal Council Chamber. This meeting built on the foundations established in the first ULG meeting and focused on deepening stakeholder engagement and identifying core challenges in sustainable urban mobility through structured analysis. The outcomes and discussions from this meeting are critical for shaping Larissa's Integrated Action Plan (IAP) under the URBACT PUMA framework.

The primary goal of the meeting was to utilize participatory methodologies to pinpoint key issues and challenges in Larissa's mobility landscape. One of the central tools employed during the meeting was the Problem Tree analysis.

In addition, participants initiated the co-design of the city's overall vision for sustainable mobility and began outlining the strategic objectives that would guide the IAP, ensuring alignment with both local needs and the URBACT PUMA framework.

3rd ULG Meeting (July 17, 2024)

Location: Office for European Programs & Initiatives, City Networks, Larissa Municipality.

The 3rd ULG Meeting for the PUMA project in Larissa was held on July 17, 2024, marking a significant milestone in the development of the Integrated Action Plan (IAP). Building on the collaborative groundwork of the previous meetings, this session focused on translating the findings from the Problem Tree analysis into actionable solutions. For the first time, concrete proposed actions for the IAP were introduced and discussed.

During the meeting, stakeholders reviewed the core challenges and root causes identified in the earlier sessions and used this foundation to design interventions tailored to Larissa's urban mobility needs. These proposed actions reflected the diverse inputs from local stakeholders and aligned closely with the overarching objectives of the PUMA network, including the goal of reducing greenhouse gas emissions by 55% by 2030.

4th ULG Meeting (November 14, 2024)

Location: Office for European Programs & Initiatives, City Networks, Larissa Municipality.

The 4th ULG Meeting for the PUMA project in Larissa was held on November 14, 2024. During this meeting, the focus was on presenting and discussing the Testing Action, a pilot initiative

designed to evaluate and refine one of the proposed solutions for sustainable urban mobility in Larissa.

Building on the proposed actions introduced in the previous meeting, stakeholders collaborated to identify a specific intervention to test on a small scale. The Testing Action aimed to provide tangible insights into the feasibility, effectiveness, and potential impact of the proposed measures, allowing for data-driven adjustments before full-scale implementation.

5th ULG Meeting (April 24, 2025)

Location: Municipal Council, Larissa Municipality.

During the 5th ULG Meeting, held on April 24, 2025, at the Larissa City Council Hall, the focus was placed on preparing for the upcoming Transnational Meeting of the PUMA network, which will be hosted in Larissa on May 28–29, 2025.

ULG members discussed the organizational aspects and preliminary content of the transnational event, including how to present Larissa's progress within the PUMA project. In addition, they reviewed the main components of the Integrated Action Plan (IAP) and deliberated on which elements should be highlighted to the network partners, showcasing Larissa as an emerging example of sustainable urban mobility transformation.

6th ULG Meeting (July 17, 2025)

Location: Municipal Council, Larissa Municipality.

The sixth ULG meeting focused on consolidating the implementation tools of the IAP. In close collaboration among municipal services, OLON S.A., sectoral associations, and community representatives, the group finalised the Risk Assessment (key risks, likelihood–impact ratings, mitigation/contingency measures, owners, and review frequency) and approved the Monitoring & Reporting framework (quarterly dashboard, KPIs per action, baselines/targets, data sources, and responsibilities).




Target Groups

Larissa's target groups are carefully defined to ensure that the Integrated Action Plan (IAP) addresses the mobility needs of all demographics while promoting equitable access to transport services. These groups include:

- General Public, comprising residents, commuters, and visitors who use the city's transport network daily.
- Vulnerable and Marginalized Groups, such as people with disabilities, elderly citizens, low-income individuals, children and students, and those with limited access to private mobility options. These groups often face physical, social, or economic barriers in accessing safe and sustainable mobility.
- Local Stakeholders and Organizations, including the Larissa Chamber of Commerce, Technical Chamber of Greece (Larissa Department), Cycling Association of Larissa, JOIST Innovation Park, and associations representing people with disabilities. These actors

contribute valuable knowledge, advocate for user needs, and support the co-design and implementation of mobility solutions.

- Educational and Academic Institutions, such as the University of Thessaly and local primary and secondary schools, which serve both as users of mobility infrastructure and as multipliers for promoting sustainable mobility behavior.
- Municipal and Regional Authorities, including relevant departments of the Municipality of Larissa, OLON S.A., and the Region of Thessaly, which hold key responsibilities in policy-making, infrastructure planning, and implementation.

In the framework of the PUMA network, Larissa's target groups and focus areas reflect a commitment to creating a mobility system that is inclusive, efficient, and environmentally sustainable. By addressing the needs of its diverse population and aligning with PUMA's transnational goals, Larissa is paving the way for a transformative urban mobility strategy that can serve as a model for other cities.

Problem identified by local stakeholders

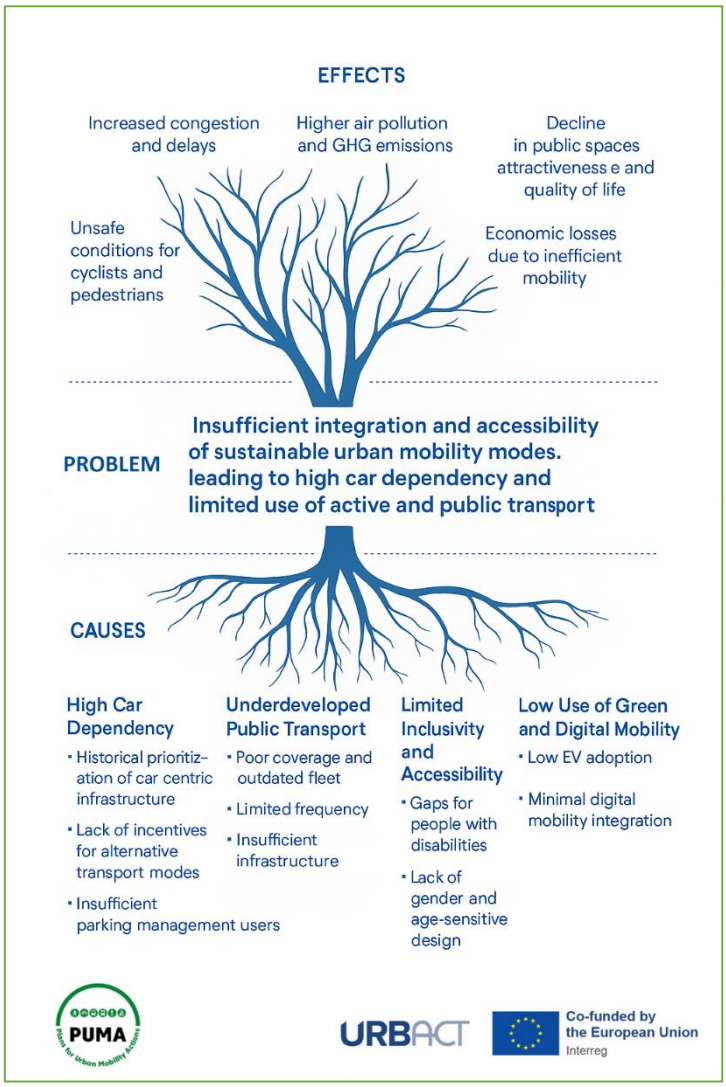
As mentioned before, the Core Problem identified by local stakeholders during the 2nd ULG meeting in the framework of the PUMA project for Larissa, through a collaborative Problem Tree analysis, is as follows:

Core Problem

"Insufficient integration and accessibility of sustainable urban mobility modes, leading to high car dependency and limited use of active and public transport."

Problem Tree Analysis Overview

The Problem Tree methodology facilitated an in-depth exploration of the root causes, direct effects, and interconnected challenges related to Larissa's urban mobility system. This structured approach allowed stakeholders to collectively identify key bottlenecks and prioritize issues requiring immediate attention.



Problem Tree

Key Root Causes Identified:

High Car Dependency:

- Historical prioritization of car-centric infrastructure.
- Lack of incentives for adopting alternative transport modes like cycling, walking, and public transport.
- Insufficient parking management policies to discourage private car use.

Underdeveloped Public Transport:

- Gaps in coverage and accessibility of bus routes.

- Outdated bus fleets and limited frequency of services.
- Absence of real-time travel information or ITS solutions.

Incomplete Active Mobility Networks:

- Disconnected pedestrian and cycling routes, leading to safety concerns and inconvenience.
- Insufficient infrastructure for vulnerable road users (e.g., disabled, elderly, children).

Limited Inclusivity and Accessibility:

- Infrastructure gaps making public spaces and transport less accessible for people with disabilities and other marginalized groups.
- Lack of focus on gender-sensitive and age-friendly mobility solutions.

Behavioral and Cultural Resistance:

- Deeply ingrained car culture and resistance to change.
- Limited awareness of environmental and social benefits of sustainable mobility.

Insufficient Use of Green and Digital Mobility Innovations:

- Low adoption of electric or low-emission vehicles.
- Minimal integration of digital tools for mobility planning and management.

<u>Effects Highlighted by the Problem Tree:</u>

- Increased traffic congestion and delays, particularly in central urban areas.
- Higher levels of air pollution and greenhouse gas (GHG) emissions.
- Reduced attractiveness of public spaces, contributing to lower quality of life.
- Safety concerns for pedestrians and cyclists.
- Economic losses due to inefficiencies in the mobility system.

These findings directly align with the goals and methodologies of the URBACT PUMA project, which promotes sustainable urban mobility through integrated planning, stakeholder engagement, and the prioritization of active and low-emission transport modes. By addressing root causes such as infrastructure gaps, behavioral barriers, and outdated mobility systems, the Problem Tree analysis supports PUMA's mission to foster inclusive, accessible, and environmentally responsible urban mobility solutions across participating cities.

SWOT Analysis

The following SWOT analysis was developed collaboratively during the 2nd and 3rd URBACT Local Group (ULG) meetings as part of the participatory planning process within the URBACT PUMA project. It reflects the insights and perspectives of a diverse group of local stakeholders, including representatives from the Municipality of Larissa, OLON SA, public transport operators, local NGOs, academic institutions, urban planners, and civil society organizations. The analysis aimed to identify internal strengths and weaknesses, as well as external opportunities and threats affecting the city's sustainable urban mobility ecosystem.

SWOT Analysis

STRENGTHS	WEAKNESSES
Strategic Vision and Frameworks Implementation of a Sustainable Urban Mobility Plan (SUMP) with a strong focus on active and public transport. Alignment of local goals with EU sustainability and mobility directives, such as the European Green Deal and the New Leipzig Charter. **Existing Infrastructure** Well-defined pedestrianized central core with ongoing improvements to pedestrian and cycling networks. A mix of urban features conducive to sustainable transport, including compact urban design and an existing public transport system. **Proven Commitment to Sustainability** Larissa's status as one of the first Greek cities to adopt a SUMP demonstrates leadership in sustainable urban planning. Active involvement in transnational programs like PUMA and prior experience with URBACT methodologies. **Stakeholder Collaboration** Strong engagement of local stakeholders through Urban Local Groups (ULGs), ensuring inclusive planning. Robust political will from the municipality and support from local and regional institutions. **Cultural and Historical Appeal** Pedestrian-friendly redesign of historic and cultural sites, such as the Ancient Theatre and central public spaces, making sustainable mobility part of the city's identity.	**Car Dependency and Traffic Congestion** High reliance on private vehicles, particularly for short trips, continues to strain the mobility system. Lack of comprehensive parking management policies exacerbates congestion. **Gaps in Active Mobility Infrastructure** Disconnected and incomplete pedestrian and cycling networks limit their usability. Safety concerns for pedestrians and cyclists due to inadequate infrastructure in some areas. **Public Transport Challenges** Aging bus fleet with limited frequency and service coverage. Insufficient integration of smart transport technologies (e.g., ITS and real-time tracking). **Limited Accessibility and Inclusivity** Urban mobility solutions insufficiently address the needs of vulnerable groups such as people with disabilities, the elderly, and children. Limited adoption of gender-sensitive and equitable mobility measures. **Behavioral Resistance to Change** Deep-rooted car culture makes the shift to sustainable mobility challenging. Limited awareness campaigns and incentives to encourage public participation in sustainable transport.

OPPORTUNITIES	THREATS
Support from the PUMA Network Access to transnational expertise, innovative mobility solutions, and best practices from other European cities. Opportunity to develop Integrated Mobility Action Plans (IMAPs) tailored to Larissa's needs. **EU Funding and Policy Alignment** Availability of funding through the European Regional Development Fund (ERDF), Cohesion Policy, and other mechanisms for green mobility. Alignment with EU climate and mobility goals enhances competitiveness for additional resources. **Advancement of Digital and Green Mobility** Potential to implement ITS, digital platforms for real-time information, and smart ticketing to modernize public transport. Increasing interest in electric vehicles and renewable energy solutions. Behavioral Shifts Toward Sustainability Growing awareness of climate change and environmental concerns creates momentum for sustainable mobility campaigns. Potential to build on public interest in cycling and walking for health and environmental benefits. **Tourism and Urban Revitalization** Improved mobility could enhance Larissa's appeal as a tourist destination by creating a more accessible and attractive city. Increased focus on sustainable tourism through improved connectivity to cultural and historic landmarks.	**Economic Constraints** Limited municipal budgets and financial challenges could slow down the implementation of planned projects. Dependence on external funding may delay initiatives. **Behavioral and Cultural Barriers** Resistance to reducing car use and adapting to alternative transport modes remains strong among some residents. Perception of inconvenience associated with public and active transport modes. **Urban and Infrastructure Limitations** Existing road infrastructure and dense urban fabric may constrain large-scale interventions, such as expanding cycling networks or creating new transit corridors. Maintenance of aging infrastructure could detract resources from new developments. **Political and Administrative Challenges** Changes in local or regional political priorities could disrupt continuity in mobility planning and funding. Administrative delays or coordination issues between agencies could hinder project implementation. **Climate and Environmental Risks** Increased extreme weather events (e.g., flooding) could disrupt urban mobility and damage infrastructure. Rising temperatures may exacerbate urban heat islands, impacting the use of public and active transport.

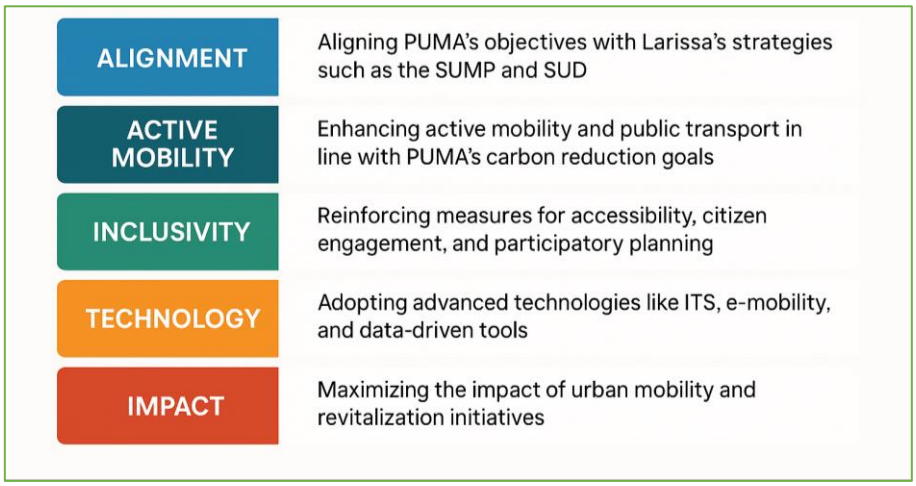
The SWOT analysis highlights Larissa's strong strategic and institutional foundation for advancing sustainable urban mobility. Key strengths include an established SUMP, alignment with EU policy goals, and active stakeholder collaboration. At the same time, persistent weaknesses—such as car dependency, infrastructure gaps, and limited inclusivity—underscore the need for targeted interventions.

Opportunities arising from EU funding, digital innovation, and behavioral shifts can significantly support the city's transition. However, risks related to economic constraints, infrastructure limitations, and climate impacts must be carefully managed. Overall, Larissa is well-positioned to implement its IAP, provided that it builds on its strengths and addresses identified challenges through coordinated and adaptive action.

Main Integration Challenges

The integration of the PUMA The successful implementation of Larissa's Integrated Action Plan (IAP) within the URBACT PUMA network framework relies on its ability to integrate existing local strategies while addressing horizontal priorities such as gender equality, digital inclusion, and the green transition. This integrated vision ensures that mobility is not only environmentally sustainable but also inclusive, participatory, and digitally enabled.

Larissa's Sustainable Urban Mobility Plan (SUMP) and Sustainable Urban Development Strategy (SUD) already promote goals that align with those of PUMA. The SUMP emphasizes modal shift toward walking, cycling, and public transport, while also working to reduce the dominance of private cars. These efforts are in full synergy with PUMA's ambition to contribute to the EU's target of reducing greenhouse gas emissions by 55% by 2030. Through its participation in PUMA, Larissa accesses advanced methodologies, tools such as Integrated Mobility Action Plans, and transnational knowledge, enhancing its ability to implement evidence-based and citizen-centric mobility policies.



Main Integration Challenges of the city of Larissa

Similarly, the SUD strategy reinforces connectivity, environmental efficiency, and social cohesion through integrated actions. It provides a strategic platform for supporting initiatives that empower local communities, promote equitable access to urban services, and improve the liveability of public space. The intersection between PUMA, SUMP, and SUD strengthens the capacity of Larissa to develop a coherent and resilient mobility system.

In this context, the IAP adopts a structured integrated approach, which reflects the interdependence of mobility with urban planning, digital innovation, climate action, and social inclusion. Rather than tackling transport challenges in isolation, the IAP embeds each action within broader urban development goals.

This integration is realized through the following dimensions:

Policy Coherence

The IAP is anchored in existing strategic frameworks at municipal, regional, and European levels, such as the SUMP, the SUD Strategy 2021–2027, the National Climate Law, the European Green Deal, and the New Leipzig Charter. All proposed actions are designed to reinforce and align with these policies.

Horizontal Priorities

Gender Equality: The IAP ensures gender-sensitive mobility planning by promoting inclusive design and safety in public transport and public space, especially for women and girls. It addresses mobility behaviors differentiated by gender and aims to reduce barriers for all gender identities.

Digital Inclusion: Actions include the integration of digital mobility tools (such as mobile apps and real-time transit data), while also ensuring access for digitally excluded groups such as elderly citizens and low-income households.

Green Transition: The IAP actively supports the decarbonization of mobility through promotion of cycling and walking, deployment of electric bike-sharing schemes, and the gradual reduction of car use in favor of low-emission transport modes. It aligns with national and EU climate targets and supports the transition toward climate neutrality.

Thematic Synergy

The IAP's actions are clustered into interrelated focus areas: active mobility, public transport improvement, digital mobility systems, and behavior change. These are not siloed efforts; instead, they build on each other to foster systemic transformation.

Territorial and Functional Integration

Mobility interventions span the entire city—not only the urban core but also peripheral neighborhoods and educational, commercial, and recreational nodes. This territorial coherence ensures accessibility and connectivity across the whole municipality.

Stakeholder Engagement

The URBACT Local Group (ULG) has played a central role in co-creating the IAP. Stakeholders include municipal departments, local NGOs, educational institutions, business associations, youth councils, and representatives of marginalized and vulnerable groups. This participatory process ensures that the IAP responds to diverse community needs and fosters democratic legitimacy.

Resource Alignment

The IAP is designed with funding realism in mind, incorporating potential resources from the municipal budget, national recovery funds, the Regional Operational Programme, and EU-level instruments. This alignment guarantees implementation feasibility and scalability.

Monitoring and Adaptation

The IAP includes a results-based monitoring system with a dedicated dashboard, allowing for continuous evaluation. Progress will be assessed through key performance indicators (KPIs)

across mobility, social inclusion, and environmental domains. This enables evidence-based adaptation and sustained impact.

Through this comprehensive and integrated approach, Larissa's IAP bridges strategic planning with inclusive implementation. It ensures that urban mobility becomes a driver for equity, sustainability, and innovation—contributing not only to local transformation, but also to the shared learning objectives of the URBACT PUMA network.

Testing Action "eCycle Larissa: Pilot for Sustainable Urban Mobility"

Urban Challenge

Larissa faces a persistent dependence on private vehicles, particularly for short-distance travel. This contributes to traffic congestion, air pollution, and limited uptake of sustainable transport alternatives. The city's active mobility infrastructure remains fragmented, and cycling adoption is low.

Hypothesis for Local Experimentation

What if Larissa introduced a city-wide electric bike (e-bike) sharing system to promote affordable, low-emission, and accessible mobility for residents and visitors? By leveraging smart technologies and strategically placed infrastructure, the initiative could reduce car dependency and promote behavioral change.

Objectives

We aim to test whether:

- Citizens are willing to use e-bikes for short trips instead of private vehicles.
- The system contributes to reducing traffic congestion and CO_2 emissions.
- Users find the service convenient, reliable, and affordable.
- The e-bike system can integrate with existing transport modes.
- Urban infrastructure supports safe and efficient use of shared e-bikes.

Testing Action Design

Scope:

- 50 electric bikes

- 10 docking stations located at key urban nodes (e.g. university, central square, transport hubs)
- Mobile app for booking, tracking, and payments
- Affordable pricing and accessibility features

Timeline

Phase	Period
Implementation	Aug – Oct 2024
Operation	Oct 2024 – Mar 2025
Evaluation & Reporting	Mar – Jun 2025

Key Actors & Target Groups

Lead: Municipality of Larissa

Target Groups:

- Urban commuters
- Students and youth
- Tourists and visitors
- Vulnerable populations (e.g. low-income residents, people with disabilities)

Pilot Actions

1. System Deployment
   - Installation of e-bikes and docking stations
2. Mobile App Launch
   - User interface for booking, tracking, and payment
3. Awareness and Engagement
   - Public campaigns, workshops, and incentives to promote usage
4. Monitoring and Feedback Collection
   - Real-time usage data and user feedback
5. Data Analysis and Evaluation
   - Operational performance, user satisfaction, and environmental impact

Indicators & Measurement

Indicator	Description
Total Rentals	Number of e-bike trips
Average Vehicle Rental Duration (min)	Usage time per rental

Indicator	Description
Total User Registrations	Number of unique users
Start/End Station Usage (%)	Distribution of trips by station
Total Rentals per Vehicle	Utilization rate per e-bike
Total Rental Duration per Vehicle	Total operational use time

Documentation & Reporting

- Usage data dashboards
- Environmental impact estimates (e.g. CO_2 reduction)
- Station-level performance metrics
- Maintenance and uptime logs
- User satisfaction surveys
- Final evaluation report with scale-up recommendations

Actual Output

The pilot e-bike sharing system “eCycle Larissa” was successfully implemented between August 2024 and March 2025 and provided valuable insights into user behavior, infrastructure needs, and system performance. The initiative deployed 50 e-bikes across 10 docking stations strategically placed at high-traffic nodes such as the university, central square, and public transport hubs.

During the operational period, the system recorded a high number of rentals, especially from students and young commuters, confirming the public's willingness to adopt e-bikes for short-distance urban travel. User satisfaction surveys showed that over 80% of respondents found the service convenient and easy to use, particularly appreciating the mobile app’s interface and real-time availability of bikes.

The pilot also revealed important areas for improvement. Certain docking stations were underused due to their location or limited connectivity with cycling infrastructure. Additionally, users highlighted the need for more protected bike lanes to ensure safer riding conditions. These findings have directly informed the planning of Larissa’s Integrated Action Plan (IAP), especially in prioritizing infrastructure upgrades and integration with digital services.

Quantitative indicators such as rental frequency, station usage rates, and operational uptime were compiled into dashboards, supporting a data-driven evaluation of the system's impact on urban mobility. Preliminary estimates also indicate a modest reduction in CO_2 emissions, supporting Larissa's climate goals.

Overall, the Testing Action confirmed the potential of shared e-mobility to shift travel behavior away from private car use and has laid a solid foundation for scaling up the initiative as part of Larissa's broader sustainable mobility strategy.

SECTION 2: OVERALL LOGIC AND INTEGRATED APPROACH

Overall Vision

"The city of Larissa envisions becoming a model city of sustainable, inclusive, and innovative urban mobility in Greece and Europe"

This vision is rooted in Larissa's aspiration to create a city where mobility is not only efficient and environmentally friendly but also serves as a cornerstone of social cohesion, economic vitality, and enhanced quality of life for all residents.

Strategic Objectives and Intervention Areas

This chapter outlines the core thematic areas where targeted intervention is necessary to overcome current mobility barriers and enable systemic, long-term transformation. Each challenge area is paired with one or more strategic objectives (SOs) that reflect the city's vision for a sustainable, smart, and citizen-centred mobility ecosystem. These objectives guide the actions proposed in this Integrated Action Plan and ensure alignment with both the PUMA network's priorities and the city's long-term mobility strategies, including the Sustainable Urban Mobility Plan (SUMP).

1st Area of Intervention - Sustainable Active Mobility and Infrastructure

STRATEGIC OBJECTIVE 1: Increase the modal share of active mobility users by 15% until 2030

Action 1.1: Creation of an Extensive Network of Pedestrian and Cycling Routes

Action 1.2: Urban Roundabouts at Critical Intersections

2nd Area of Intervention - Smart and Regulated Urban Mobility

STRATEGIC OBJECTIVE 2: Reduce private car dependency in controlled urban areas by improving parking management and promoting a modal shift of short trips from car use to shared e-bikes.

Action 2.1: Controlled Parking System

Action 2.2: Larissa E-Bike Sharing for Urban Micromobility

3rd Area of Intervention - Consultation and Strategic Mobility Planning

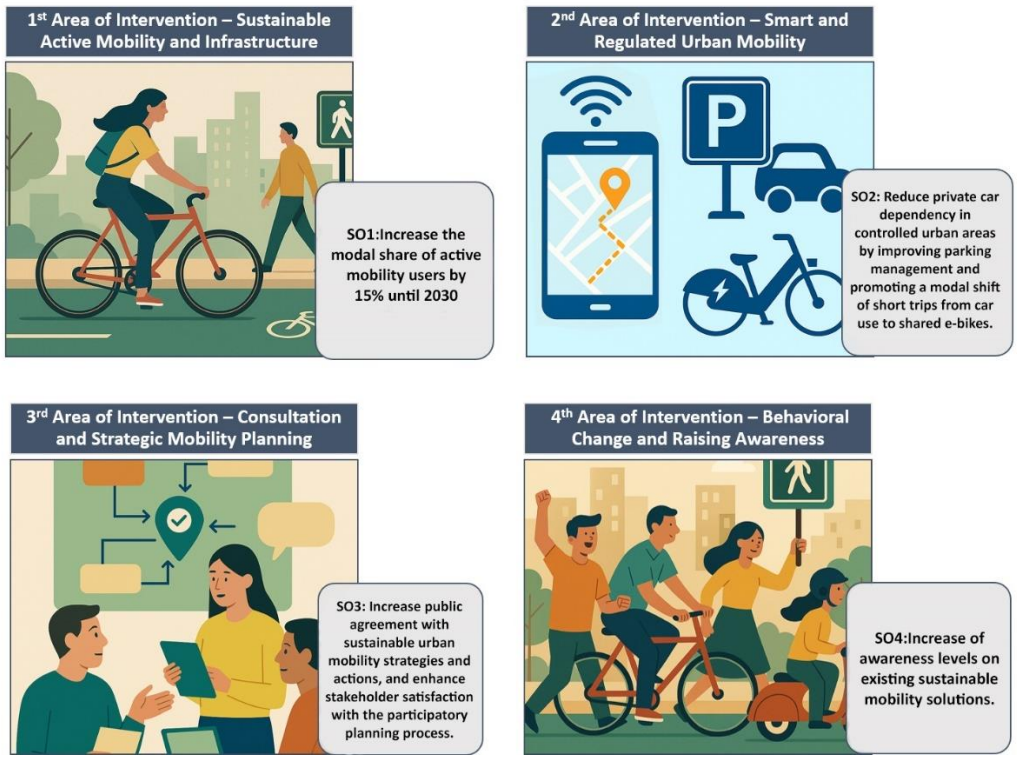
STRATEGIC OBJECTIVE 3: Increase public agreement with sustainable urban mobility strategies and actions, and enhance stakeholder satisfaction with the participatory planning process.

Action 3.1: Revision of the Sustainable Urban Mobility Plan (SUMP)

4th Area of Intervention - Behavioral Change and Raising Awareness

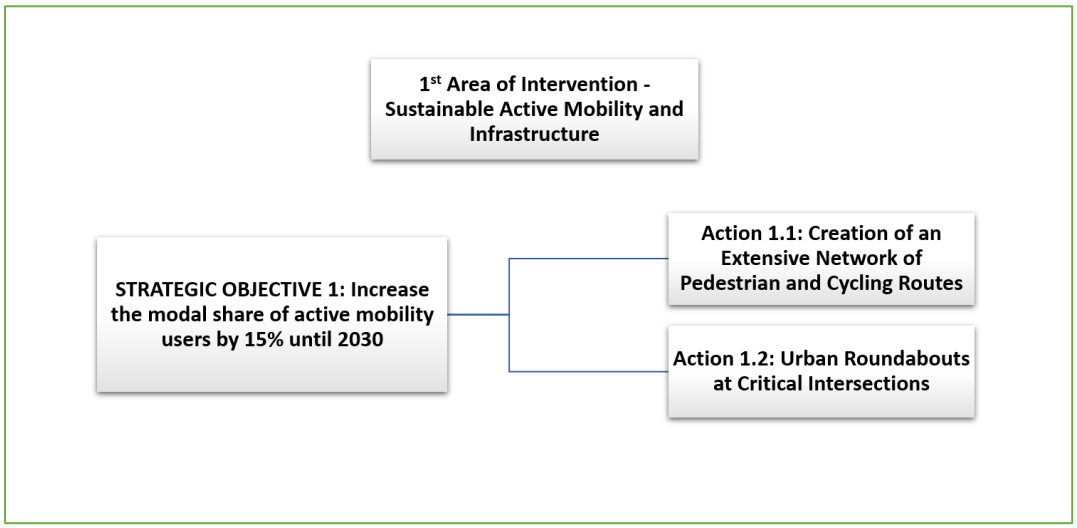
STRATEGIC OBJECTIVE 4: Increase of awareness levels on existing sustainable mobility solutions.

Action 4.1: European Mobility Week – Awareness & Engagement Campaign



Actions Overview

The Actions Overview chapter presents the portfolio of targeted interventions developed under the Integrated Action Plan (IAP) of Larissa in the framework of the PUMA network. Each action is designed to respond to the city's most pressing urban mobility challenges while contributing to broader objectives of sustainability, inclusiveness, and innovation. These actions are grouped under four thematic Areas of Intervention, each aligned with a Strategic Objective (SO). From infrastructure upgrades and digital systems to citizen engagement and awareness campaigns, the actions reflect a multidimensional, realistic, and locally grounded roadmap toward a greener, smarter, and more accessible urban mobility system. This chapter provides an overview of each action, its rationale, intended outcomes, and the way it supports both Larissa's local strategy and the transnational goals of PUMA.


1st Area of Intervention - Sustainable Active Mobility and Infrastructure
STRATEGIC OBJECTIVE 1: Increase the modal share of active mobility users by 15% until 2030
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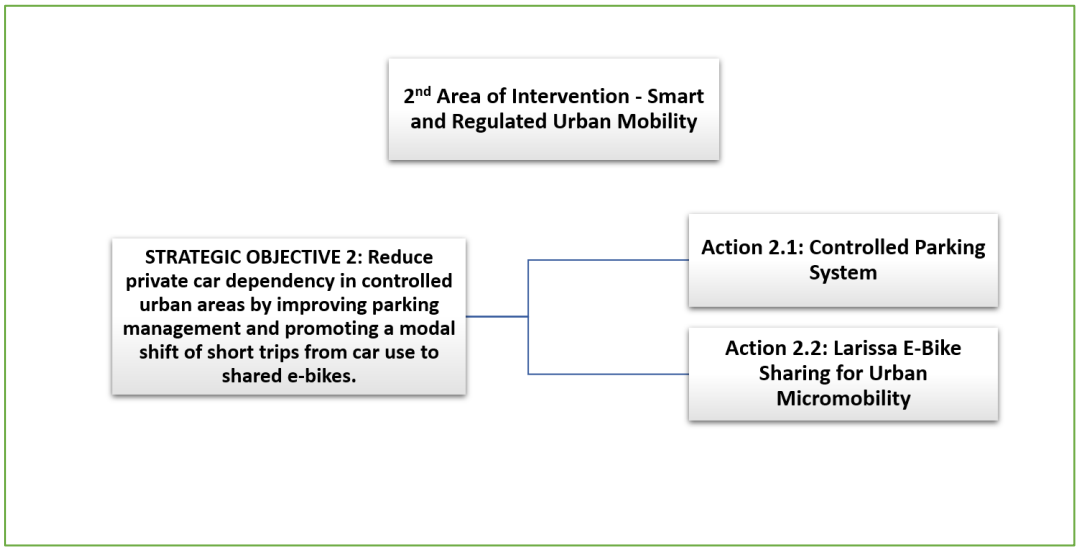
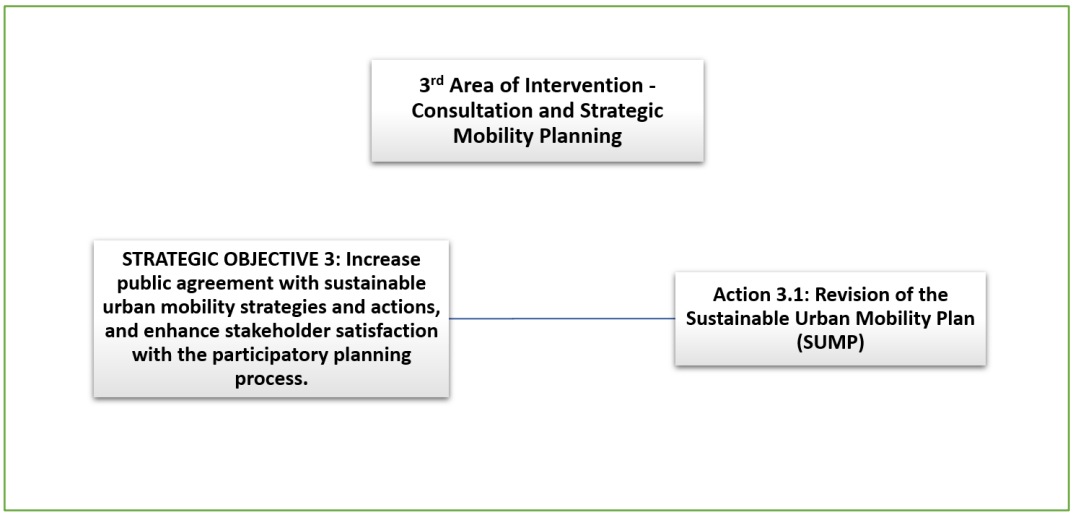
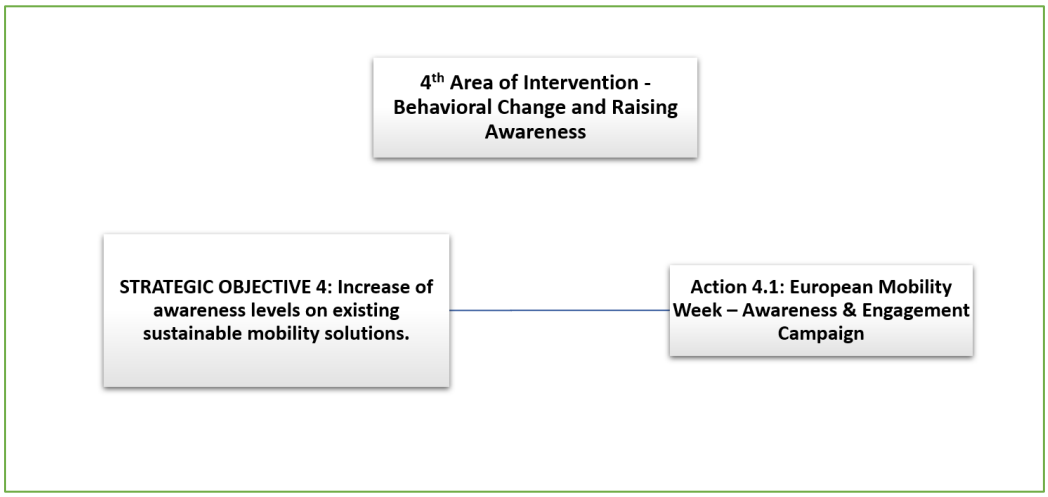
Action 1.2: Urban Roundabouts at Critical Intersections


2nd Area of Intervention - Smart and Regulated Urban Mobility
STRATEGIC OBJECTIVE 2: Reduce private car dependency in controlled urban areas by improving parking management and promoting a modal shift of short trips from car use to shared e-bikes.
Action 2.1: Controlled Parking System
Action 2.2: Larissa E-Bike Sharing for Urban Micromobility


3rd Area of Intervention - Consultation and Strategic Mobility Planning
STRATEGIC OBJECTIVE 3: Increase public agreement with sustainable urban mobility strategies and actions, and enhance stakeholder satisfaction with the participatory planning process.
Action 3.1: Revision of the Sustainable Urban Mobility Plan (SUMP)



SECTION 3: ACTION PLANNING DETAILS

This section provides a detailed presentation of the actions included in the Integrated Action Plan (IAP) of Larissa. For each action, a comprehensive planning table outlines the rationale, implementation pathway, stakeholders involved, financing sources, expected outputs, and governance mechanisms. In addition, each action is further broken down into specific activities, which clarify the steps required for implementation, including timelines, readiness levels, and potential risks or barriers.

By translating strategic priorities into operational elements, this section forms the core of the IAP, ensuring that each action is not only conceptually sound but also realistically achievable. It reflects the integrated and participatory approach adopted by the municipality, offering transparency, accountability, and a clear roadmap for the city's mobility transformation under the PUMA framework.

<table>
<tr><td colspan="2">Action 1.1</td><td>Creation of an Extensive Network of Pedestrian and Cycling Routes</td><td colspan="3">Action Owner

Municipality of Larissa</td></tr>
<tr><td>Short Description

Complete reconstruction of several streets (Aiolou, Vizantiou, parts of Loukianou, Chatzizogidou, and Iroon Politehniou) to form a unified level road profile, including a dedicated 1.5 km cycling lane.</td><td colspan="2">Stakeholders

➢ OLON SA
➢ Traffic Planning Department</td><td>Intervention Area

1st Area of Intervention – Sustainable Active Mobility and Infrastructure.</td><td>Strategic Objective

SO1: Increase the modal share of active mobility users by 15% until 2030</td><td>Links to Strategy

SUD 2021-2027</td></tr>
<tr><td colspan="3">Action Summary

Supports sustainable urban mobility by enhancing the pedestrian and cycling environment and integrating new cycling infrastructure into the city fabric.</td><td>Risks

Construction delays, potential utility relocation issues, public resistance to traffic changes</td><td>Barriers

Legal permits, land acquisition delays, coordination with utility companies</td><td>Action Readiness

Design maturity level: Environmental Pre-Approval obtained; No land acquisition needed</td></tr>
<tr><td colspan="3">Indicators

➢ RCO58 - Supported cycling infrastructure
➢ RCR64 - Annual number of users of dedicated cycling infrastructure</td><td colspan="3">Outputs – Results

➢ Cycling infrastructure supported: 1.5 km (Output)
➢ Estimated annual users: 1,500 (Result)</td></tr>
<tr><td colspan="3">Budget

2.096.769,49 €</td><td colspan="3">Timescale

January 2026 – December 2027</td></tr>
<tr><td colspan="3">Financing

Regional Operational Programme "Thessaly 2021–2027"</td><td colspan="3">Monitoring, governance

Monitoring through the Local SUDS Authority (Municipality of Larissa), reporting to the Regional Managing Authority</td></tr>
</table>

ACTION TITLE: 1.1 Creation of an Extensive Network of Pedestrian and Cycling Routes								
DESCRIPTION: Complete reconstruction of several streets to form a unified level road profile, including a dedicated 1.5 km cycling lane.								
Activity	**Activity Owner**	**Finance & Resources**	**Links to Strategy**	**Activity Readiness**	**Implementation Details & Possible Problems or Other Issues**	**Other IAP Connected Activities**	**Outputs**	**Timescale**
1.1.1 Reconstruction of road and sidewalk infrastructure and integration of cycling path	Municipality of Larissa	Regional Operational Programme Thessaly 2021–2027	SUD Strategy 2021–2027	Studies completed and approved, permits in place	Coordination with underground utility networks; possible delays due to existing infrastructure	-	1.5 km of rehabilitated road and cycling lane	January 2026 – December 2026
1.1.2 Installation of new public lighting and smart control systems	Municipality of Larissa	Regional Operational Programme Thessaly 2021–2027	SUD Strategy 2021–2027	Environmental and electrical specifications finalized	Need for power grid access and possible delays in grid connections	-	120 new light poles with smart controls	January 2027 – April 2027
1.1.3 Installation of signage and vertical/horizontal road markings	Municipality of Larissa	Regional Operational Programme Thessaly 2021–2027	SUD Strategy 2021–2027	Signage and road marking designs approved	Temporary traffic disruptions during signage implementation	-	Full signage and marking across the corridor	May 2027 – August 2027
1.1.4 Landscaping and irrigation system implementation	Municipality of Larissa	Regional Operational Programme Thessaly 2021–2027	SUD Strategy 2021–2027	Irrigation design and planting plan	Maintenance requirements and protection from vandalism during plant establishment phase	-	1,937 m^2 of landscaped area, 285 trees, 5,000 shrubs and plants»	September 2027 – December 2027

<table>
<tr><td colspan="2">Action 1.2</td><td colspan="2">Urban Roundabouts at Critical Intersections</td><td colspan="3">Action Owner

Municipality of Larissa</td></tr>
<tr><td colspan="2">Short Description

The project involves the construction of roundabouts at three critical intersections (Theofrastou–Farsalon, Karditsis–Sarimvei, Papandreou–Karditsis) to enhance road safety and traffic flow by reducing vehicle speeds and simplifying vehicle movements.</td><td>Stakeholders

➢ OLON SA
➢ Traffic Planning Department</td><td>Intervention Area

1st Area of Intervention - Sustainable Active Mobility and Infrastructure</td><td>Strategic Objective

SO1: Increase the modal share of active mobility users by 15% until 2030</td><td>Links to Strategy

SUD 2021-2027</td></tr>
<tr><td colspan="2">Action Summary

The roundabouts will replace signalized and unsignalized intersections with circular traffic design, ensuring smooth vehicle circulation and enhanced pedestrian safety. The project includes civil works, electromechanical installations, green interventions, and signage upgrades.</td><td>Risks

Temporary traffic disruptions during construction; potential resistance from drivers unfamiliar with roundabout use</td><td>Barriers

Urban space constraints and coordination with existing utility networks</td><td>Action Readiness

Technical designs prepared in alignment with the approved SUMP of Larissa; permits in progress</td></tr>
<tr><td colspan="2">Indicators

➢ RCO74 - Population covered by projects under integrated territorial development strategies
➢ PSR998 - Entities involved in the development of the partnership</td><td colspan="3">Outputs – Results

➢ Target: 146,595 residents covered
➢ Stakeholders involved in forming partnerships: 7 participating bodies
➢ Reduction in average vehicle speed at targeted intersections</td></tr>
<tr><td colspan="2">Budget

1.500.000,00 €</td><td colspan="3">Timescale

January 2026 – December 2027</td></tr>
<tr><td colspan="2">Financing

Regional Operational Programme "Thessaly 2021–2027"</td><td colspan="3">Monitoring, governance

Managed by the Municipality of Larissa with oversight from the Urban Authority and in collaboration with the regional traffic planning body</td></tr>
</table>

ACTION TITLE: 1.2 Urban Roundabouts at Critical Intersections								
DESCRIPTION: The project involves the construction of roundabouts at three critical intersections								
Activity	**Activity Owner**	**Finance & Resources**	**Links to Strategy**	**Activity Readiness**	**Implementation Details & Possible Problems or Other Issues**	**Other IAP Connected Activities**	**Outputs**	**Timescale**
1.2.1 Design and approval of technical plans and road safety audits for all intersections	Municipality of Larissa	Regional Operational Programme Thessaly 2021–2027	SUD Strategy 2021–2027	Plans prepared; permits in progress	Delays possible due to administrative or environmental approval processes	-	3 approved plans, 1 audit report per site	January 2026 – August 2026
1.2.2 Construction of the roundabout at Theofrastou–Farsalon intersection	Municipality of Larissa	Regional Operational Programme Thessaly 2021–2027	SUD Strategy 2021–2027	Ready to tender	Traffic disruptions and night-work scheduling issues	-	1 roundabout constructed	September 2026 January 2027
1.2.3 Construction of the roundabout at Karditsis–Sarimvei intersection	Municipality of Larissa	Regional Operational Programme Thessaly 2021–2027	SUD Strategy 2021–2027	Tendering phase pending final clearance	High-speed entry management may require additional signage	-	1 roundabout constructed	February 2027 – July 2027
1.2.4 Conversion of traffic light junction to roundabout at Papandreou–Karditsis with pedestrian enhancements	Municipality of Larissa	Regional Operational Programme Thessaly 2021–2027	SUD Strategy 2021–2027	Concept finalized; mobility indicators established	Needs coordination with smart pedestrian crossings and transport signage	-	1 roundabout constructed with pedestrian safety upgrades	August 2027 – December 2027

<table>
<tr><td colspan="2">Action 2.1</td><td colspan="2">Controlled Parking System</td><td colspan="3">Action Owner

Municipality of Larissa</td></tr>
<tr><td colspan="2">Short Description

Procurement, installation, and activation of a smart, automated system for managing controlled parking zones. It includes real-time sensor data collection, availability notifications, payment processing, violation detection, and enforcement support.</td><td colspan="2">Stakeholders

➢ OLON SA
➢ Traffic Planning Department
➢ Municipal Police</td><td>Intervention Area

2nd Area of Intervention - Smart and Regulated Urban Mobility</td><td>Strategic Objective

SO2: Reduce private car dependency in controlled urban areas by improving parking management and promoting a modal shift of short trips from car use to shared e-bikes.</td><td>Links to Strategy

SUD 2021-2027</td></tr>
<tr><td colspan="4">Action Summary

The system will monitor and manage city parking spaces in real-time, provide public access to availability information, enable fee collection, and notify municipal enforcement of infractions, including both paid and free controlled parking.</td><td>Risks

Technology integration delays, resistance from drivers, or insufficient public awareness</td><td>Barriers

System interoperability issues, data privacy concerns, funding availability for full-scale implementation</td><td>Action Readiness

Concept developed; parking zones under identification; technical specifications being finalized</td></tr>
<tr><td colspan="4">Indicators

➢ RCO74 - Population covered by projects under integrated territorial development strategies
➢ PSR998 - Entities involved in the development of the partnership</td><td colspan="3">Outputs – Results

➢ Target: 146,595 residents covered
➢ Stakeholders involved in forming partnerships: 7 participating bodies
➢ Improvement in compliance with parking regulations
➢ Reduction in parking search traffic in controlled zones</td></tr>
<tr><td colspan="4">Budget

2.000.000,00 €</td><td colspan="3">Timescale

March 2025 – December 2027</td></tr>
<tr><td colspan="4">Financing

Regional Operational Programme Thessaly 2021–2027</td><td colspan="3">Monitoring, governance

Managed by the Municipality of Larissa, with technical and operational oversight by the Urban Authority under the SUD strategy framework</td></tr>
</table>

ACTION TITLE: 2.1 Controlled Parking System								
DESCRIPTION: Procurement, installation, and activation of a smart, automated system for managing controlled parking zones. It includes real-time sensor data collection, availability notifications, payment processing, violation detection, and enforcement support.								
Activity	**Activity Owner**	**Finance & Resources**	**Links to Strategy**	**Activity Readiness**	**Implementation Details & Possible Problems or Other Issues**	**Other IAP Connected Activities**	**Outputs**	**Timescale**
2.1.1 Development and launch of digital permit management platform for residents	Municipality of Larissa	Regional Operational Programme Thessaly 2021–2027	SUD Strategy 2021–2027	Platform is ready for operation as of February 2025	Requires secure digital environment and GDPR-compliant data processing	-	Fully operational e-platform and user interface for parking permits	March 2025 – May 2025
2.1.2 Mapping and implementation of controlled parking zones (Zones A–E3)	Municipality of Larissa	Regional Operational Programme Thessaly 2021–2027	SUD Strategy 2021–2027	Zoning plans and signage approvals completed	Potential resistance from residents unfamiliar with zoning changes	-	7 defined zones with signage and smart integration	March 2025 – May 2025
2.1.3 Production and distribution of Resident Parking Permits (with QR code and hologram)	Municipality of Larissa	Regional Operational Programme Thessaly 2021–2027	SUD Strategy 2021–2027	Permit card specifications finalized and production initiated	Logistical delays in card printing/distribution or user misuse	-	15,000+ resident cards issued with embedded digital security	June 2025 – December 2027
2.1.4 Public support services via Helpdesk and digital info for citizens	Municipality of Larissa	Regional Operational Programme Thessaly 2021–2027	SUD Strategy 2021–2027	Helpdesk staffed and operating; communication plan initiated	Ensuring accessibility and clear guidance across multiple channels	-	Thousands of inquiries and card collections supported by Helpdesk	June 2025 – December 2027

<table>
<tr><td colspan="2">Action 2.2</td><td>Larissa E-Bike Sharing for Urban Micromobility</td><td colspan="3">Action Owner

Municipality of Larissa</td></tr>
<tr><td>Short Description

This action involves the procurement, installation, configuration, and launch of an electric bike sharing system. It includes 55 e-bikes, 8 smart charging and docking stations, and a mobile application (EasyBike Larissa) allowing free use by authenticated citizens.</td><td colspan="2">Stakeholders

➢ OLON SA
➢ Technical Services Department
➢ Traffic Planning Department</td><td>Intervention Area

2nd Area of Intervention - Smart and Regulated Urban Mobility</td><td>Strategic Objective

SO2: Reduce private car dependency in controlled urban areas by improving parking management and promoting a modal shift of short trips from car use to shared e-bikes.</td><td>Links to Strategy

SUD 2021-2027</td></tr>
<tr><td colspan="3">Action Summary

The system operates through an integrated app that enables free public use of shared e-bikes. Citizens register using TaxisNet, ensuring secure access. Bikes can be picked up and returned at any of the 8 urban stations. The system includes support services, real-time tracking, and maintenance.</td><td>Risks

Potential vandalism or misuse of bikes; low user engagement if promotion is insufficient; dependency on technical infrastructure</td><td>Barriers

Challenges in maintenance logistics, battery charging schedules, user education, and data privacy compliance</td><td>Action Readiness

Fully implemented – the infrastructure is operational, app launched, and citizens already using the service</td></tr>
<tr><td colspan="3">Indicators

➢ 55 e-bikes deployed
➢ 8 smart charging/docking stations installed
➢ Functional mobile app with 2,000+ active users</td><td colspan="3">Outputs – Results

➢ Increased bike usage for short trips
➢ Reduction in CO_2 emissions from urban transport
➢ Engagement of diverse user groups</td></tr>
<tr><td colspan="3">Budget

433.918,16 €</td><td colspan="3">Timescale

September 2024 – December 2027</td></tr>
<tr><td colspan="3">Financing

Operational Programme “Transport Infrastructure, Environment and Sustainable Development” (OP-TIESD) 2021-2027</td><td colspan="3">Monitoring, governance

Managed by the Municipality of Larissa and Directorate of Sustainable Mobility; supported by the external operator and monitored through the PUMA URBACT framework</td></tr>
</table>

ACTION TITLE: 2.2 Larissa E-Bike Sharing for Urban Micromobility								
DESCRIPTION: This action involves the procurement, installation, configuration, and launch of an electric bike sharing system. It includes 55 e-bikes, 8 smart charging and docking stations, and a mobile application								
Activity	**Activity Owner**	**Finance & Resources**	**Links to Strategy**	**Activity Readiness**	**Implementation Details & Possible Problems or Other Issues**	**Other IAP Connected Activities**	**Outputs**	**Timescale**
2.2.1 Installation of 8 smart bike rental and charging stations	Municipality of Larissa	Operational Programme "Transport Infrastructure, Environment and Sustainable Development" (OP-TIESD) 2021-2027	SUD Strategy 2021–2027	Fully completed and operational	Weather resilience and vandalism protection measures required	-	8 operating stations	September 2024 – August 2024
2.2.2. Deployment of 55 GPS-enabled e-bikes with automated locking	Municipality of Larissa	Operational Programme "Transport Infrastructure, Environment and Sustainable Development" (OP-TIESD) 2021-2027	SUD Strategy 2021–2027	E-bikes in use, telemetry active	Maintenance & reallocation logistics required	-	55 operational e-bikes	September 2024 – August 2024
2.2.3 Launch and operation of EasyBike Larissa mobile app (incl. user registration via TaxisNet)	Municipality of Larissa	Operational Programme "Transport Infrastructure, Environment and Sustainable Development" (OP-TIESD) 2021-2027	SUD Strategy 2021–2027	App launched (iOS & Android), authentication active	User data protection & GDPR compliance critical	-	Functional app, 2,000+ users	September 2024 – December 2027
2.2.4 Provision of Helpdesk, incident management and enforcement of rules	Municipality of Larissa	Operational Programme "Transport Infrastructure, Environment and Sustainable Development" (OP-TIESD) 2021-2027	SUD Strategy 2021–2027	Staff trained and hotline active	Incident response and damage penalty system	-	100+ incidents resolved yearly	September 2024 – December 2027

Action 3.1	Revision of the Sustainable Urban Mobility Plan (SUMP)	Action Owner Municipality of Larissa		
Short Description This action refers to the official update of the city's Sustainable Urban Mobility Plan (SUMP), based on evaluation of previous results, changing mobility patterns, updated priorities, and local and EU policy alignment.	**Stakeholders** ➢ OLON SA ➢ Technical Services Department ➢ Traffic Planning Department ➢ Citizens ➢ Business representatives ➢ Civil society organizations	**Intervention Area** 3rd Area of Intervention - Consultation and Strategic Mobility Planning	**Strategic Objective** SO3: Increase public agreement with sustainable urban mobility strategies and actions, and enhance stakeholder satisfaction with the participatory planning process.	**Links to Strategy** SUD 2021-2027
Action Summary The SUMP revision will be carried out by the Municipality through a structured process including technical review, stakeholder meetings, data collection and updated scenario modelling. It aims to guide sustainable mobility investments and policy decisions for the coming decade.		**Risks** Limited data availability; low stakeholder engagement; policy delays	**Barriers** Technical complexity of mobility modelling; need for interdepartmental collaboration	**Action Readiness** Revision process is planned and budgeted; municipal coordination team to be assigned; stakeholder engagement framework in preparation
Indicators ➢ Approved updated SUMP document ➢ Number of stakeholders engaged ➢ Completion of technical studies and scenarios		**Outputs – Results** ➢ Modernized SUMP with integrated goals on decarbonization, accessibility and efficiency ➢ Improved mobility policy coherence ➢ Strategic basis for funding applications and project prioritization		
Budget 200.000,00 €		**Timescale** January 2026 – December 2026		
Financing Own Resources		**Monitoring, governance** Managed by the Municipality of Larissa, reviewed by the Urban Authority and linked to PUMA IAP monitoring framework		

ACTION TITLE: 3.1 Revision of the Sustainable Urban Mobility Plan (SUMP)								
DESCRIPTION: This action refers to the official update of the city's Sustainable Urban Mobility Plan (SUMP)								
Activity	**Activity Owner**	**Finance & Resources**	**Links to Strategy**	**Activity Readiness**	**Implementation Details & Possible Problems or Other Issues**	**Other IAP Connected Activities**	**Outputs**	**Timescale**
3.1.1 Planning, consultation, and drafting of the revised Sustainable Urban Mobility Plan (SUMP)	Municipality of Larissa	Own Resources	SUD Strategy 2021–2027	Process to be scheduled; internal coordination to be initiated	Risks include limited stakeholder engagement, data inconsistencies, and administrative delays	-	Updated and approved SUMP	January 2026 – December 2026

Action 4.1	European Mobility Week – Awareness & Engagement Campaign	Action Owner Municipality of Larissa		
Short Description The action includes the organization of public engagement and awareness-raising activities during the European Mobility Week (16–22 September), promoting sustainable mobility behavior and encouraging active transport choices among citizens of all ages.	**Stakeholders** ➢ OLON SA ➢ Traffic Planning Department ➢ Directorate of Primary Education ➢ Cycling Association ➢ NGOs ➢ Local media ➢ Municipal Police	**Intervention Area** 4th Area of Intervention - Behavioral Change and Raising Awareness	**Strategic Objective** SO4: Increase of awareness levels on existing sustainable mobility solutions.	**Links to Strategy** SUD 2021-2027
Action Summary The campaign includes cycling events, open streets, educational workshops in schools, public discussions, temporary pedestrianizations, social media storytelling, interactive installations, and distribution of awareness materials such as maps, reflective gear, and guides.		**Risks** Weather-related disruptions for outdoor activities; low turnout without adequate promotion	**Barriers** Limited resources and coordination time for multidisciplinary actions	**Action Readiness** Annual campaign plan developed; key partners and concepts identified
Indicators ➢ Number of events: ≥3 ➢ Participants: ≥ 80 ➢ Materials distributed: ≥200 items		**Outputs – Results** ➢ Increased public awareness on sustainable mobility ➢ Participation by schools and local stakeholders ➢ Positive local media coverage and social media engagement ➢ Increase in the percentage of participants reporting intention to use sustainable transport modes (walking, cycling, public transport)		
Budget 10.000,00 €		**Timescale** September 2025, September 2026, September 2027		
Financing Own Resources		**Monitoring, governance** Managed by the Municipality of Larissa (Sustainable Mobility Directorate), coordinated with PUMA ULG and evaluated based on event feedback and participation metrics		

ACTION TITLE: 4.1 European Mobility Week – Awareness & Engagement Campaign								
DESCRIPTION: The action includes the organization of public engagement and awareness-raising activities during the European Mobility Week (16–22 September)								
Activity	**Activity Owner**	**Finance & Resources**	**Links to Strategy**	**Activity Readiness**	**Implementation Details & Possible Problems or Other Issues**	**Other IAP Connected Activities**	**Outputs**	**Timescale**
4.1.1 Planning and delivery of mobility awareness activities during European Mobility Week (open streets, workshops, school events, cycling	Municipality of Larissa	Own Resources	SUD Strategy 2021–2027	Schedule to be prepared; local partners under identification; past experience from similar campaigns	Weather-dependent events, school scheduling coordination, public turnout risk without strong promotion		≥3 events, ≥80 participants, ≥ 200 materials distributed	September 2025, September 2026, September 2027

actions, media campaigns)								

SECTION 4: IMPLEMENTATION FRAMEWORK

This section presents the roadmap for implementing the Integrated Action Plan (IAP) of Larissa, as part of its active participation in the URBACT IV PUMA network. Moving from planning to execution, the Implementation Framework outlines the operational structures, timelines, and governance mechanisms necessary to turn Larissa's strategic mobility vision into measurable, inclusive, and impactful results.

It details the core actions, actors, and activities that will drive sustainable urban mobility transformation, ensuring coherence with both local policies—such as the Sustainable Urban Mobility Plan (SUMP) and Sustainable Urban Development (SUD) strategy—and the transnational objectives of the PUMA network. Special attention is given to coordination across municipal departments, integration with funding programmes, and engagement with key stakeholders including civil society, education, business, and the public sector.

The framework emphasizes flexibility and adaptability, with built-in monitoring and evaluation components to track progress, assess impact, and support evidence-based decision-making throughout the IAP's life cycle. This structured approach ensures the long-term viability and scalability of the actions, while anchoring them in Larissa's broader ambition to become a resilient, green, and people-centered city.

Governance

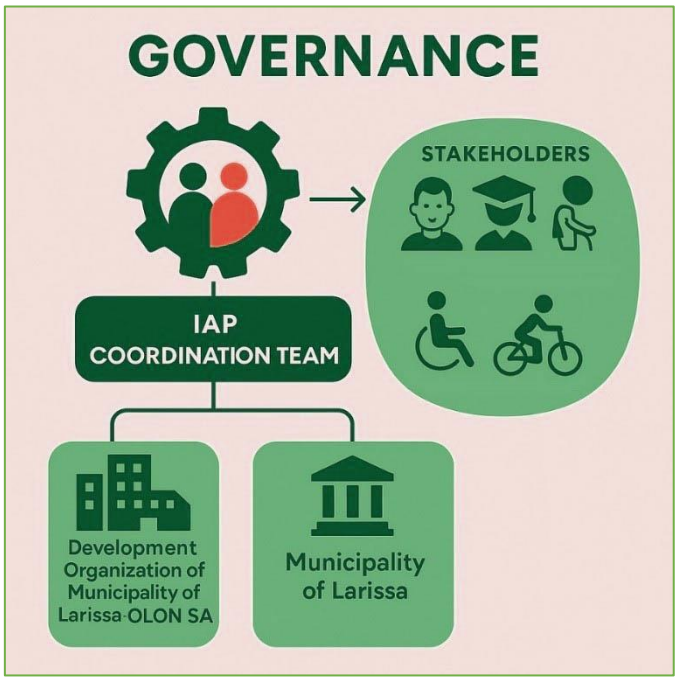
The governance structure of the IAP is built on the principles of transparency, cross-sector collaboration, and inclusive decision-making. The Municipality of Larissa, through its Directorate of Sustainable Mobility, holds the overall responsibility for coordinating the implementation of the IAP. The Development Organization OLON SA acts as a key implementation partner, ensuring technical support, project management, and alignment with wider urban development initiatives.

To ensure continuity and stakeholder engagement beyond the planning phase, the existing URBACT Local Group (ULG) will remain active throughout implementation. This group, composed of representatives from civil society, municipal departments, academic institutions, business chambers, and user groups (including youth and accessibility stakeholders), will meet regularly to review progress, provide feedback, and co-shape key steps in delivery.

Governance processes will be further supported by:

- A dedicated IAP Coordination Team within the municipality, responsible for ensuring interdepartmental collaboration and aligning mobility actions with other local and regional strategies.
- Regular reporting mechanisms (annualy), including progress dashboards and semi-annual reports to the Municipal Council and the ULG.
- Alignment with the revised Sustainable Urban Mobility Plan (SUMP) to avoid duplication and ensure policy coherence.
- Open communication channels, allowing the public to monitor progress and contribute to implementation through digital platforms and participatory events.

This governance model ensures that the IAP remains a living strategy—responsive to emerging challenges, rooted in collective ownership, and capable of mobilizing institutional and community capacities for sustainable urban mobility transformation.



OLON SA IAP Governance Structure

Ongoing Stakeholder Engagement

Sustained and meaningful stakeholder engagement is a cornerstone of the successful implementation of Larissa's Integrated Action Plan (IAP). Building on the participatory approach developed during the URBACT Local Group (ULG) process, the city is committed to maintaining an inclusive and transparent framework that ensures all relevant actors remain

actively involved throughout the implementation phase and contribute to refining actions over time.

The governance model foresees the continued activation of the ULG as a consultative and co-design body, offering strategic input, feedback on progress, and the ability to propose adjustments based on emerging urban needs or monitoring results. These sessions will directly feed into decision-making by:

Reacting to performance indicators and monitoring outcomes (e.g., modal share shifts, user satisfaction levels, parking occupancy rates).

Providing targeted input on the further detailing and design of upcoming actions (e.g., infrastructure layouts, campaign activities, accessibility features).

Advising on operational adjustments to ongoing actions based on user feedback or observed impacts.

Stakeholders include municipal departments, local associations (e.g., cycling, accessibility), educational institutions, business chambers, innovation centers, and civil society representatives. Their diverse expertise and direct connection to the community ensure that implementation is grounded in real needs and opportunities.

Engagement activities will include:

- **Regular ULG meetings** (every semester) to review progress, address challenges, and validate upcoming milestones.
- **Thematic working groups** focused on priority areas, such as micromobility, pedestrian safety, or awareness campaigns.
- **Surveys, workshops, and public consultations** to capture user satisfaction, agreement levels with strategies, and detailed input for action design.
- **Online communication tools** (municipal website, mailing lists, and social media) to maintain transparency, share results, and invite ongoing public contributions.

By using stakeholder engagement not only as a dialogue platform but as an active tool for monitoring, co-design, and adaptive management, Larissa ensures the IAP remains responsive, inclusive, and effective. This continuous feedback loop strengthens local

ownership, accountability, and the capacity to deliver a sustainable, people-centered mobility transition.

Overall costings and funding strategy

The Integrated Action Plan (IAP) of the Municipality of Larissa is grounded in a realistic and diversified financial model that leverages EU funds, national programmes, and municipal own resources to support the delivery of high-impact urban mobility actions. The total estimated investment across the six flagship actions amounts to approximately 6.240.687,65 € structured across four strategic areas of intervention.

Action	Title	Budget (€)	Funding Source
1.1	Creation of an Extensive Network of Pedestrian and Cycling Routes	2.096.769,49	Regional Operational Programme Thessaly 2021–2027
1.2	Urban Roundabouts at Critical Intersections	1.500.000,00	Regional Operational Programme Thessaly 2021–2027
2.1	Controlled Parking System	2.000.000,00	Regional Operational Programme Thessaly 2021–2027
2.2	Larissa E-Bike Sharing for Urban Micromobilitiy	433.918,16	(OP-TIESD) 2021 – 2027
3.1	Revision of the Sustainable Urban Mobility Plan (SUMP)	200.000,00	Municipal Own Resources
4.1	European Mobility Week – Awareness & Engagement	10.000,00	Municipal Own Resources
Total		€6.240.687,65	

OLON SA IAP Estimated Budget

Main Sources of Funding

The implementation of Larissa's Integrated Action Plan (IAP) relies on a mix of structural, sectoral, and local funding sources. The financial sustainability and feasibility of each action have been secured by aligning them with appropriate programmes under the 2021–2027 EU funding period. The Municipality of Larissa ensures that resources are available for timely and complete implementation. Below is an overview of the main funding sources and the specific actions they support:

1. Regional Operational Programme Thessaly 2021–2027

This is the primary funding source for large-scale infrastructure and digitalization projects under the IAP. Co-financed by the European Regional Development Fund (ERDF), the programme aims to support regional cohesion, sustainable urban development, and smart mobility solutions.

Actions financed:

Action 1.1: Creation of an Extensive Network of Pedestrian and Cycling Routes

Action 1.2: Urban Roundabouts at Critical Intersections

Action 2.1: Controlled Parking System

These actions benefit from the programme's priority areas related to urban mobility, low-carbon transport, and urban regeneration, ensuring both strategic alignment and eligibility.

2. Operational Programme "Transport Infrastructure, Environment and Sustainable Development" (OP-TIESD) 2021–2027

This national-level sectoral programme targets sustainable transport systems, environmental protection, and resilience. Managed by the Ministry of Infrastructure and Transport, it enables strategic mobility investments across Greek municipalities.

Action financed:

Action 2.2: Larissa E-Bike Sharing for Urban Micromobility

The action aligns with national goals for micromobility and digital mobility services, and is part of the city's shift toward greener, smarter transportation options.

3. Municipal Own Resources

The Municipality of Larissa demonstrates local ownership and accountability by self-financing actions with strong engagement and planning components. These actions are of lower financial scale but carry significant strategic and civic value.

Actions financed:

Action 3.1: Revision of the Sustainable Urban Mobility Plan (SUMP)

Action 4.1: European Mobility Week – Awareness & Engagement Campaign

These actions focus on consultation, public awareness, and long-term strategic planning, and are managed internally with support from municipal departments and partner stakeholders.

Overall Timeline

The successful implementation of the Integrated Action Plan (IAP) requires a clear and realistic timeline that reflects the sequencing, dependencies, and estimated duration of each action. This timeline serves as a coordination and monitoring tool, ensuring that planned interventions progress in alignment with funding schedules, institutional capacity, and stakeholder engagement.

The timeline covers the period from September 2024 to December 2027, during which the majority of actions will be developed and delivered. Some actions, particularly infrastructure projects, extend over multiple years due to their complexity and permitting requirements, while others, such as awareness campaigns or planning revisions, are time-bound and concentrated within shorter periods.

To enhance transparency and facilitate planning, a Gantt chart is presented in the following section. This visual tool outlines the start and end dates of all key actions and activities, as well as their overlaps and implementation milestones. It also highlights dependencies between actions and indicates which initiatives are already underway or fully operational.

This overall timeline will be updated periodically during the IAP's implementation to reflect changes, ensure responsiveness to real conditions, and support continuous progress tracking by the Municipality of Larissa and the URBACT Local Group (ULG).

IAP - OLON SA

Start : 1/9/2024

End: 31/12/2027

Number	Name	Responsible	Start	Finish
ACTION 1.1 Creation of an Extensive Network of Pedestrian and Cycling Routes			**1/1/2026**	**31/12/2027**
1.1.1	Reconstruction of road and sidewalk infrastructure and integration of cycling path	Municipality of Larissa	1/1/2026	31/12/2026
1.1.2	Installation of new public lighting and smart control systems	Municipality of Larissa	1/1/2027	30/4/2027
1.1.3	Installation of signage and vertical/horizontal road markings	Municipality of Larissa	1/5/2027	31/8/2027
1.1.4	Landscaping and irrigation system implementation	Municipality of Larissa	1/1/2026	31/12/2027
ACTION 1.2 Urban Roundabouts at Critical Intersections			**1/1/2026**	**31/12/2027**
1.2.1	Design and approval of technical plans and road safety audits for all intersections	Municipality of Larissa	1/1/2026	31/8/2026
1.2.2	Construction of the roundabout at Theofrastou–Farsalon intersection	Municipality of Larissa	1/9/2026	31/1/2027
1.2.3	Construction of the roundabout at Karditsis–Sarimvei intersection	Municipality of Larissa	1/2/2027	31/7/2027
1.2.4	Conversion of traffic light junction to roundabout at Papandreou–Karditsis with pedestrian enhancements	Municipality of Larissa	1/8/2027	31/12/2027
ACTION 2.1 Controlled Parking System			**1/3/2025**	**31/12/2027**
2.1.1	Development and launch of digital permit management platform for residents	Municipality of Larissa	1/3/2025	31/5/2025
2.1.2	Mapping and implementation of controlled parking zones (Zones A–E3)	Municipality of Larissa	1/3/2025	31/5/2025
2.1.3	Production and distribution of Resident Parking Permits (with QR code and hologram)	Municipality of Larissa	1/6/2025	31/12/2027
2.1.4	Public support services via Helpdesk and digital info for citizens	Municipality of Larissa	1/6/2025	31/12/2027
ACTION 2.2 Larissa E-Bike Sharing for Urban Micromobility			**1/9/2024**	**31/12/2027**
2.2.1	Installation of 8 smart bike rental and charging stations	Municipality of Larissa	1/9/2024	31/8/2024
2.2.2	Deployment of 55 GPS-enabled e-bikes with automated locking	Municipality of Larissa	9/1/2024	31/8/2024
2.2.3	Launch and operation of EasyBike Larissa mobile app (incl. user registration via TaxisNet)	Municipality of Larissa	9/1/2024	31/12/2027
2.2.4	Provision of Helpdesk, incident management and enforcement of rules	Municipality of Larissa	9/1/2024	31/12/2027
ACTION 3.1 Revision of the Sustainable Urban Mobility Plan (SUMP)			**1/1/2026**	**31/12/2026**
3.1.1	Planning, consultation, and drafting of the revised Sustainable Urban Mobility Plan (SUMP)	Municipality of Larissa	1/1/2026	31/12/2026
ACTION 4.1 European Mobility Week – Awareness & Engagement Campaign			**16/9/2025**	**22/9/2025**
4.1.1	Planning and delivery of mobility awareness activities during European Mobility Week (open streets, workshops, school events, cycling actions, media campaigns)	Municipality of Larissa	16/9/2025	22/9/2025

Risk Assessment

The successful delivery of Larissa's Integrated Action Plan (IAP) depends on the ability to anticipate, assess, and manage risks throughout its implementation lifecycle. Urban mobility projects—particularly those involving infrastructure, digital systems, behavioral change, and stakeholder coordination—inevitably face uncertainties that can delay actions, stretch budgets, or impact effectiveness. Recognizing this, the Municipality of Larissa, in collaboration with the Development Organization OLON S.A. and the URBACT Local Group (ULG), has adopted a proactive and structured risk management approach.

The risk assessment framework developed identifies four main categories of risk: administrative, financial, operational, and external/social. Each risk is evaluated based on two dimensions: the likelihood of occurrence and the impact it would have on IAP implementation. These are assessed using internal reviews, expert consultations, and inputs from key stakeholders. This process allows the IAP team to establish prevention measures that reduce the chances of the risk occurring, as well as mitigation strategies to minimize their effects if they do occur.

In administrative terms, potential risks include interdepartmental coordination failures or political discontinuity. Financially, the plan may face issues such as delays in disbursement of EU funds or cost overruns. Operational risks cover technology failures, delays due to infrastructure complexity, and limitations in staff or stakeholder capacity. External and social risks include low public engagement, resistance to regulatory changes, or disruptions due to climate events.

Importantly, the risk assessment is not static. It will be regularly updated during IAP implementation based on real-time monitoring, feedback from partners, and changing external conditions. This dynamic approach ensures that the plan remains robust, adaptable, and aligned with Larissa's strategic mobility and sustainability goals.

The following table provides a detailed overview of the key risks identified for each category, along with their likelihood, expected impact, and the strategies put in place to prevent or mitigate them.

Risk Analysis Table	Description of the Risks	Likelihood (high, medium, low)	Impact (high, moderate, low)	Prevention	Mitigation
Administrative Risks	1. Slow approval of permits and documentation across departments.	**Medium**	**High**	Early coordination with relevant authorities.	Use of pre-approved templates and political support to fast-track documents.
	2. Lack of continuity due to political change or restructuring.	**Medium**	**High**	Institutionalize the IAP in city policy; cross-party engagement.	Maintain technical coordination
	3. Insufficient internal staffing or capacity within departments.	**High**	**Moderate**	Internal training and staffing plans.	Outsource specific technical tasks or involve support from external consultants.
Financial Risks	1. Delays in EU funding disbursement.	**Medium**	**High**	Early submission and follow-up with Managing Authorities.	Allocate buffer time and contingency budgets.
	2. Budget underestimation in infrastructure-heavy actions.	**Medium**	**High**	Detailed pre-feasibility and engineering studies.	Revise actions or phase implementation depending on available funds.

Risk Analysis Table	Description of the Risks	Likelihood (high, medium, low)	Impact (high, moderate, low)	Prevention	Mitigation
	3. Reduced municipal co-funding capacity due to external economic factors.	**Low**	**Moderate**	Include low-cost or no-cost actions in the portfolio.	Seek private sponsorship or additional national funding streams.
Operational Risks	1. Technology malfunctions (e.g. e-bikes, sensors, digital platforms).	**Medium**	**Moderate**	Vendor evaluation and testing protocols before deployment.	Maintenance contracts and real-time monitoring dashboards.
	2. Implementation delays due to utility conflicts in urban works.	**High**	**Moderate**	Early utility mapping and joint planning with utility providers.	Phased construction and on-site supervision
	3. Lack of experience in managing ITS or digital mobility tools.	**Medium**	**Moderate**	Staff training and collaboration with experienced cities (e.g. PUMA partners).	Engage external digital service providers during start-up phase.
Other Risks	1. Low citizen engagement in consultation or awareness campaigns.	**Medium**	**Moderate**	Multi-channel promotion and stakeholder involvement early on.	Interactive campaigns and use of digital feedback tools.

Risk Analysis Table	Description of the Risks	Likelihood (high, medium, low)	Impact (high, moderate, low)	Prevention	Mitigation
	2. Negative public reaction to regulated measures (e.g. paid parking zones).	**Medium**	**High**	Clear communication of benefits; free periods for residents.	Gradual roll-out with community feedback and exemptions for sensitive users.
	3. Extreme weather events delaying outdoor actions (e.g. during European Mobility Week).	**Low**	**Moderate**	Seasonal planning and flexibility in scheduling.	Shift to indoor/virtual activities or reschedule events.

Monitoring and Reporting

Monitoring and reporting are key pillars for the successful implementation and long-term impact of the Integrated Action Plan (IAP). A structured and transparent monitoring framework ensures that actions progress according to schedule, remain aligned with strategic objectives, and deliver measurable results. It also enables timely adjustments, fosters accountability, and provides a solid basis for future decision-making and funding applications.

The Municipality of Larissa, in coordination with OLON S.A. and the URBACT Local Group (ULG), will lead the monitoring process through a dual-level approach:

Action-Level Monitoring

Each action will be tracked through specific indicators identified in the action tables (e.g., kilometers of new infrastructure, number of residents impacted, stakeholder participation, CO_2 reductions). Action owners—mainly municipal departments—will report on progress, budget execution, and milestones reached. These updates will be compiled semi-annually and presented to the coordination team.

Plan-Level Monitoring and Reporting

A central coordination mechanism, anchored by OLON S.A. and supported by the Urban Authority, will assess how all actions contribute to the strategic objectives of the IAP. Cross-cutting indicators such as stakeholder engagement, inclusivity, and emissions reduction will be reviewed annually. These reviews will feed into internal reports and periodic summaries shared with the URBACT community and relevant funding bodies.

To support this process, the IAP team will develop:

- A monitoring toolkit including indicator templates, data collection guidelines, and reporting formats.
- A digital dashboard for internal use to visualize progress and identify bottlenecks in real time.
- Regular ULG meetings, where monitoring results will be discussed and validated through stakeholder input.
- Integration of IAP monitoring with existing urban strategies (e.g. SUMP, SUD) to avoid duplication and maximize efficiency.

Additionally, qualitative feedback from citizens and partners will be gathered through participatory evaluations, public consultations, and social media engagement, especially for actions related to behavioral change and awareness.

OLON SA IAP Reporting Cycle

The reporting framework will ensure that the IAP remains a living document, one that evolves based on evidence, dialogue, and shared responsibility. Ultimately, this process will strengthen local ownership, improve transparency, and ensure the sustainability of the city's transition toward inclusive and climate-friendly urban mobility.

Also, a dashboard-style monitoring template will be developed. This template will serve as a simple and practical tool for tracking progress across all actions, allowing project managers and stakeholders to visualize the implementation status, deadlines, responsible entities, and measurable outcomes. It will include core elements such as:

- Action title and code
- Associated strategic objective
- Timeline (planned vs. actual)
- KPIs (quantitative and qualitative)
- Notes on risks and mitigation
- Comments from ULG or technical staff

Action title and code	Associated strategic objective	Timeline (planned vs. actual)	KPIs (quantitative and qualitative)	Notes on risks and mitigation	Comments from ULG or technical staff

OLON SA IAP Monitoring Table

The dashboard will be updated every quarter and discussed during the scheduled ULG meetings. It will also serve as a reporting tool for communication with the URBACT Secretariat and the broader local community, contributing to transparency, accountability, and continuous learning.

Communication Strategy

A dedicated communication strategy will be applied to raise awareness and promote behavioral change around sustainable urban mobility throughout the implementation of the Integrated Action Plan. The Municipality of Larissa and OLON S.A. will utilize a combination of online and offline tools to inform the public about ongoing activities and progress related to sustainable mobility actions.

Key messages will focus on the environmental, health, and quality-of-life benefits of walking, cycling, and using shared or public transport. Communication channels will include the municipal website, social media, newsletters, local press, and informational materials displayed in mobility hubs (e.g. public transport stations, bike-sharing docks). Visual and engaging formats, such as videos, infographics, and short testimonials, will be used to explain how each action contributes to Larissa's long-term mobility vision.

Public involvement will be encouraged through interactive campaigns, events during European Mobility Week, and targeted surveys or consultations. Schools, universities, local businesses,

and citizen groups will be mobilized to co-create and support a culture of sustainable mobility in the city. The communication effort will aim not only to inform but also to inspire a shift in sustainable mobility across the population.