URBACT

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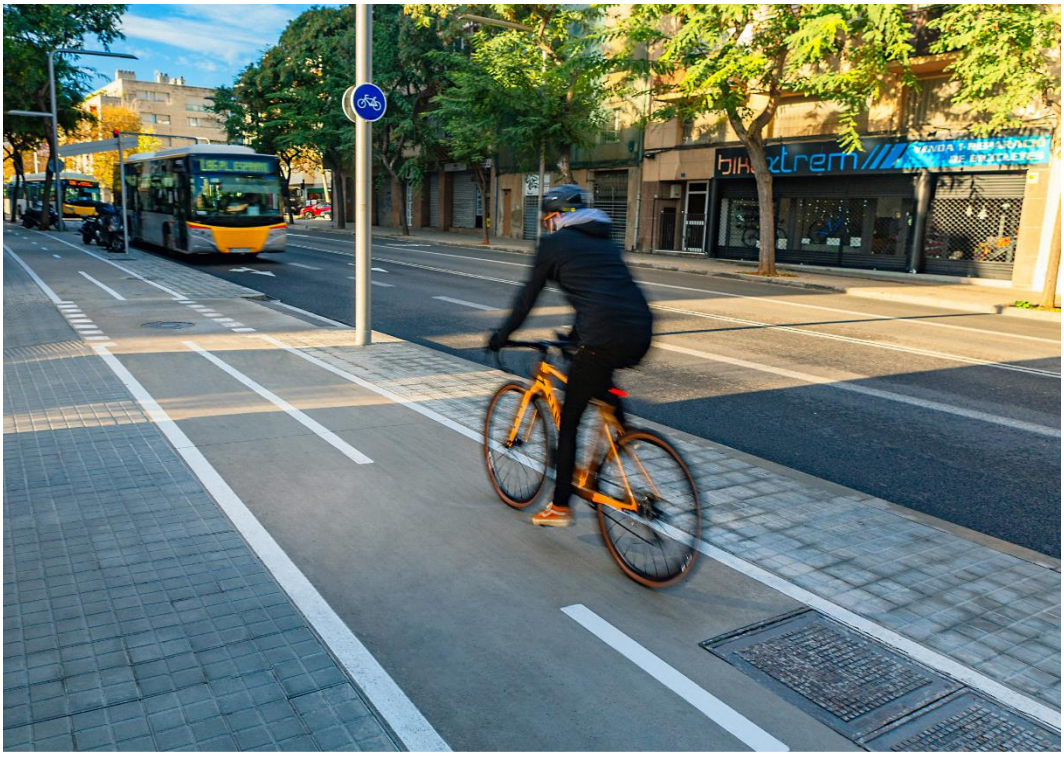
Plans for Urban Mobility Actions



“Viladecans Integrated Action Plan”

SEPTEMBER 2025

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1. INTRODUCTION

This Integrated Action Plan is part of the work carried out within the PUMA network, in which nine European cities and regions collaborate to design sustainable and inclusive mobility solutions. It reflects local priorities and draws on shared learning and a common European vision to achieve healthier, fairer and more connected cities.

Nine cities and regions across Europe have joined forces in the PUMA network with a shared ambition: to rethink mobility for a more sustainable, inclusive and connected future. From Latvia to Spain, from Slovenia to Greece, our partners represent very different realities: large cities and smaller municipalities, academic institutions and regional agencies. What unites us is the conviction that mobility can and must be redesigned to serve people, reduce emissions and strengthen the resilience of our communities.

The network began its work with a baseline study that captured the specific challenges and aspirations of each partner. Through transnational meetings, local URBACT groups, peer exchanges and workshops, we built a common framework for action while respecting the uniqueness of each location. Along the way, we learned from each other, tested new ideas and addressed not only technical issues, but also deeper questions of equity, accessibility and participation.

The Integrated Action Plan you are about to read is the result of this collective effort. While it reflects the specific local context of Viladecans, it also carries the DNA of the PUMA network: citizen participation, a holistic perspective on mobility and alignment with broader European decarbonisation and digital transition objectives. It is not just a document, but a roadmap for tangible change, from safer school streets and better connections for cyclists to integrated public transport and low-emission zones (LEZs).

PUMA's strength lies in its diversity and collaboration. By working together across borders, we have shown that solutions for sustainable mobility are not only technical, but deeply social. Therefore, the plan presented here is both local and European: it is based on everyday needs, but points towards a common vision of healthier, fairer and future-proof cities.

2. CONTEXT, NEEDS AND VISION

The PUMA project and the IAPs

Plans for Urban Mobility Actions , PUMA, is the name of URBACT Action Planning Network in which the Viladecans City Council participates together with 8 other European cities: Liepaja (Latvia), Dienvidkurzeme (Latvia), Taurage (Lithuania), Larissa (Greece), Gdańsk (Poland), Cento (Italy), Nova Goprica (Slovenia) and the Faculty of Transport and Traffic Sciences of the University of Zagreb (Croatia).

The objective of this PUMA network is for each of the cities to develop an ***Integrated Action Plan*** **(IAP), a Comprehensive Action Plan** to accelerate the adoption of sustainable urban mobility options in Viladecans. This IAP is precisely the document presented here.

The IAP has been developed collaboratively **through two fundamental elements:**

1. **exchange and learning** through meetings and encounters between network partners.
2. Local work through the **URBACT Local Group (ULG)** . This is a driving force or working group that brings together various local and supra-municipal stakeholders linked to the topic of sustainable urban mobility.

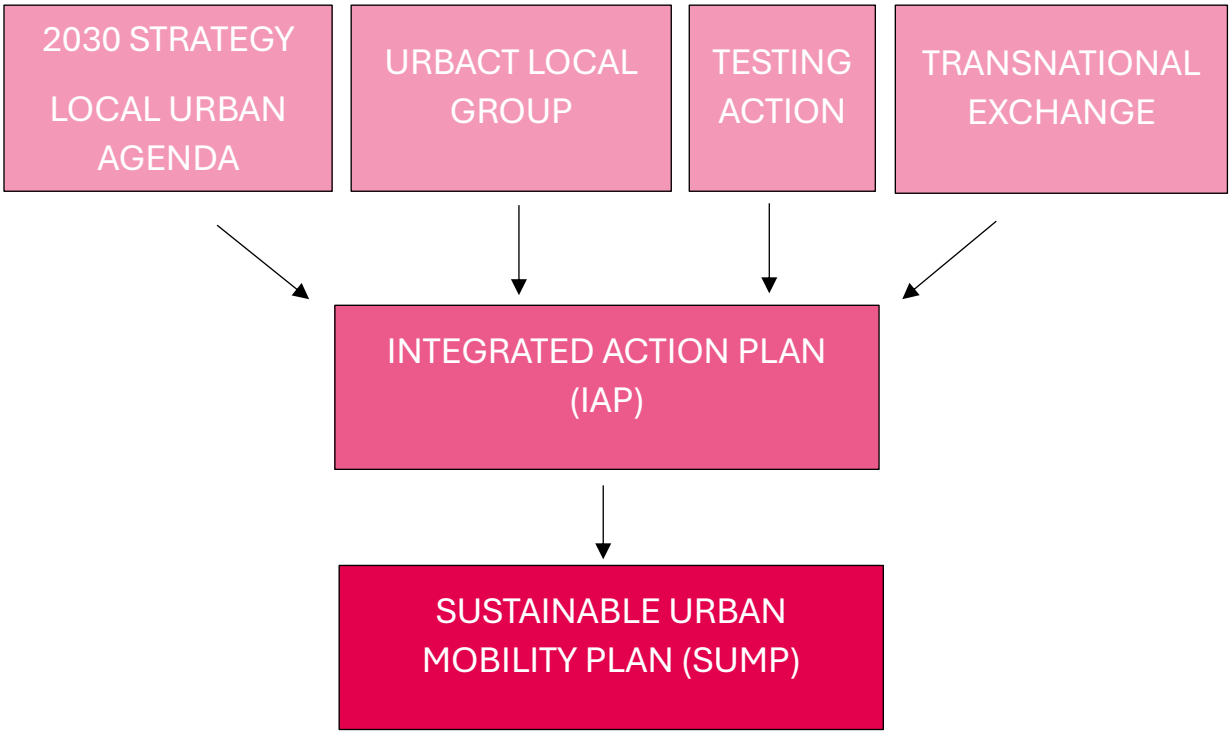
Thus, the development of IAPs is based on these two elements, where **extensive technical work is rarely carried out** . Therefore, this IAP must be complemented by the specifically technical work to be developed through the drafting of a Sustainable Urban Mobility Plan (SUMP). Thus, **the IAP should be interpreted as providing a more qualitative approach** to mobility planning; while **the SUMP will focus on more quantitative and analytical issues** .

In fact, the IAP approach is more comprehensive than a SUMP and, for this reason, **can include actions that go beyond a mobility plan, such as those linked to the 2030 Strategy or the Viladecans 2030 Urban Agenda** . This comprehensive approach characterizes the IAP as a "plan of plans."

The IAP's time horizon is also longer than the SUMPs —with a time horizon of only six years. Unlike this, the IAP will be structured around three distinct time horizons, depending on the prioritization of its implementation:

1. **Short Term (2030):** Actions planned to be developed/implemented until 2030, linked to the different components of Vision 2030 and the objective of climate neutrality.
2. **Medium term (2035):** Actions planned until 2035.
3. **Long term (beyond 2035)**: defined foresight actions to achieve the negative emissions target.

Finally, it should be noted that within the framework of the development of the IAP, a ***Testing has been developed action*** , which consists of a small-scale, low-cost demonstration action linked to the IAP. This *Testing Action ,* which is explained in another section, can feed into larger actions that will be executed later, as a pilot test.

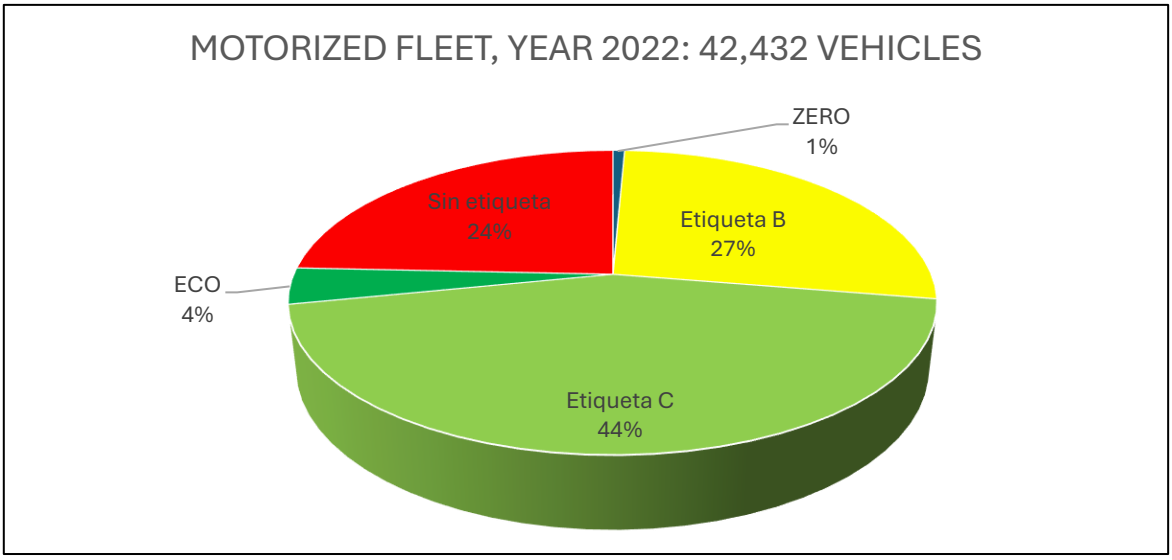


Viladecans: current situation

Viladecans is part of the Barcelona Metropolitan Area and has a population of 67,976 (as of 2024). The city has traditionally had a working-class profile. With a GDP per capita of €22,100 (9.5 percentage points below the Catalan average), household income has grown 20% above the Spanish average over the last six years. It is currently the second largest city in Spain with the greatest income equality.

The city has a total of 24,405 homes, 15.3% of which are rentals. More than 80% of the housing stock is less than 90 m^2 .

In relation to mobility and its impacts, it should be noted that mobility represents around 58% of the city's CO2 emissions – according to the *baseline study* of the PUMA project. In fact, the motor vehicle fleet totals more than 42,000 vehicles, with the environmental classification shown in the attached figure.



Finally, regarding air quality, the three main pollutants in the city are NO_2, PM_{10}, and $PM_{2.5}$ emissions. The following table shows the evolution between 2015 and 2022, showing that over these eight years, the legal thresholds in force in Europe (values in green) were not exceeded, but the annual average thresholds recommended by the World Health Organization were exceeded (values in red).

YEAR	NO_2			PM_{10}		$PM_{2.5}$
	Annual average VLa (µg/m³)	VLh (Hourly Limit Value) Exceedances	VLL Overcomings	Annual average VLa (µg/m³)	Daily limit value (DLV)	Annual average VLa (µg/m³)
2022	22	0	0	21	2	11
2021	17	0	0	20	2	9
2020	17	0	0	20	2	10
2019	25	0	0	20	3	11
2018	22	0	0	19	0	13
2017	19	0	0	20	0	15
2016	17	0	0	21	0	18
2015	17	0	0	22	2	15

Source: Catalan Regional Government.

Existing strategy and policies

The city of Viladecans has a 2030 Strategic Framework, structured around the four components shown in the figure, which are detailed below.

The Viladecans 2030 Strategy establishes six priority areas (one of which is the Ecological Transition) and defines inclusion, the digital and green transition, and gender equality as cross-cutting issues across all strategic areas. It also sets 25 challenges (the PUMA project contributes to at least four: Challenge 7: 'Improve air quality by implementing a Low Emission Zone, electrifying mobility and energy consumption, incentivising sustainable mobility, and promoting the naturalisation of public spaces.' Challenge 10: 'Promote carbon-free mobility by encouraging the creation of infrastructure that increases walking and cycling, increasing the frequency and number of urban bus routes, micro-mobility and transport hubs.' Challenge 14: 'Promote healthy lifestyles to improve quality of life' and Challenge 24: 'Promote sustainable means of transport that are an attractive, comfortable and affordable alternative to private vehicles') and two city missions, one of which is: "To make Viladecans an emissions-neutral city by 2030 and negative by 2050, optimizing the energy cycle and increasing the presence of nature in the city center."

The 2030 Urban Agenda, which is the document that determines the strategic actions that the city will take to achieve the Sustainable Development Goals by 2030, includes various actions linked to sustainable urban mobility, with which the PUMA project must be aligned. These actions are primarily framed within strategic objectives 2 " Avoid urban sprawl and revitalize the existing city," 3 "Prevent

and reduce the impacts of climate change and improve resilience," and 5 "Promote proximity and sustainable mobility."

Thirdly, among the various sectorial plans that must define the Viladecans 2030 Strategic Framework is the Sustainable Urban Mobility Plan (SUMP), which is pending review.

Finally, in relation to citizen networks, the "Viladecans Cares Me Network" has been created, a relational government space to forge alliances that promote both public and private services in the social sphere, with the aim of making them inclusive and putting people at the center.

Furthermore, the most relevant actions underway that have been carried out in recent years in relation to mobility can be summarized through the following diagram.

ACTIONS TO REDUCE CO2 EMISSIONS

Low Emission Zone

Regulated Parking Zone

Strategy for the introduction of electric vehicles

Improvement of public transport

ACTIONS TO PROMOTE BICYCLE MOBILITY

Creation of a cycling network

Bicycle sharing service

Secure parking facilities

New municipal regulations

ACTIONS TO PROMOTE ACTIVE MOBILITY

Street markings

Improved visibility at pedestrian crossings

Radars to control traffic speed

Photographic control at traffic lights

MOBILITY MANAGEMENT TOOLS

Control centre

App 'Viladecans&Tu'.

Viladecans al dia' web portal

Minerva Smart City Platform

Participation carried out within the framework of the URBACT project

This IAP is structured around two distinct URBACT Local Groups (ULG): the internal ULG (City Council's Public Space and Mobility areas), and the expanded ULG, with the incorporation of other City Council areas, supra-local administrations, institutions and companies, as well as citizen representatives.

CITIZENRY AND CIVIL SOCIETY

Viladecans Senior Citizens Advisory Council

Spanish National Organisation of the Blind

Associations of Pupils' Families

Commercial Network of Viladecans

Catalunya Walks Association

Catalan Coordinating Committee of Bicycle Organisations

SUPRALOCAL ADMINISTRATIONS

Generalitat de Catalunya

Barcelona Metropolitan Area

Barcelona Provincial Council

Barcelona Metropolitan Transport

LOCAL ADMINISTRATION

Departments of the City Council:

- Mobility and Public Space
- Education
- Business and Commerce
- Gender Equality
- Social Innovation and Relational Governance
- Territorial Planning
- Corporate Communication
- Information Systems
- Vilawatt

Local Police

City of Viladecans Foundation

VIQUAL

OTHER INSTITUTIONS AND BUSINESSES

Polytechnic University of CataloniaBus concession company

Spanish Network of Cities for Bicycles

Som Mobilitat

CUBIC Cooperative

Barcelona Supercomputing Centre

CARNET

Membres of enlarged ULG:

Agustin Lopo	Avanza (public bus transport operator)
Aida Jimenez Vidal	Viladecans City Council
Alberto Miguel Sans	Barcelona Metropolitan Transport Agency
Alexandra Dominguez Riera	Viladecans City Council
Anabel Camacho	Viladecans City Council
Antoni Chaves	Viladecans City Council
Arnau Vilardell	Som Mobilitat
Baldiri Domènech	Viladecans City Council
Carles Ferreiro Ramirez	Viladecans City Council
Cayetano Belmonte	Advisory Council for the Senior People of Viladecans
Cecilia Martinez Monzon	Viladecans City Council
Conxita Fernández	Advisory Council for the Senior People of Viladecans
David Jimenez	Local Police
Diego Palacios González	Viladecans City Council
Eddy Roca	Som Ecologística
Eduard Folch	CÚBIC Coop.
Eduard Martínez	CÚBIC Coop.
Elena Pellicer Pérez	Viladecans City Council
Enric Blasco	Student families association - Mediterrània School
Gemma Ariasol	Barcelona Metropolitan Area
Hugo Moreno Moreno	Barcelona Provincial Council
Javier Cano	Local Police
Jordi Mazon Bueso	Viladecans City Council
José Antonio Sevilla	Avanza (public bus transport operator)
Josep Canudas	Barcelona Metropolitan Transport Agency
Julian Massó Garcés	Viladecans City Council

Julio Lucena de Andrés	City of Viladecans Foundation
Laura Pardo Fernández	Viladecans City Council
Luca Liebscht	BSC
Mar Sardón	Spanish National Organization of the Blind
Marc Casanovas Bassas	Catalan Regional Government
Marian Fernandez	Catalan Regional Government
Marina Jarque Fernandez	Office for the Future of Viladecans
Marina Ojeda	CARNET
Maruja Louzao	Advisory Council for the Senior People of Viladecans
Miguel Vallejo González	Viladecans City Council
Monica Aguilar	UPC
Oscar Torrico Gonzalez	Viladecans City Council
Pere Gutiérrez Alemany	Viladecans City Council
Pere Herrero	VIQUAL (municipal business)
Rosa Abancó	Advisory Council for the Senior People of Viladecans
Ruth Lamas Conill	Barcelona Metropolitan Area
Silvia Casorran	Spanish Network of Bicycle Cities
Sonia Dominguez Mendez	City of Viladecans Foundation
Vicente Fernandez Jaldon	Viladecans City Council

A total of four internal ULG sessions and four expanded ULG sessions were held between September 2024 and May 2025. Each session focused on a different topic, but the expanded ULG sessions largely followed a similar methodology: a first part presented the work completed so far; a second part was a workshop for group discussions on the session's main topic; and a third part was a joint presentation of the discussions held by the different groups. Specifically, the main topics addressed in the four expanded ULG sessions were:

- Session 1 (26 September 2024): Identifying challenges and opportunities
- Session 2 (15 November 2024): Building the Vision of the Future of mobility
- Session 3 (24 March 2025): Integrated Action Plan and actions periodization
- Session 4 (26 May 2025): presentation of the final IAP and debate on the social aspects of mobility

The first session of the expanded ULG essentially served to identify all the topics of interest among the various stakeholders. Thus, the final IAP has ultimately covered the various topics raised in that first workshop, leaving no one unattended.

The second session of the expanded ULG primarily served to validate the strategic objectives of discouraging private vehicles and promoting more sustainable modes of travel. While discouraging private vehicles is often controversial, virtually no comments were received opposing this strategic objective. On the contrary, there was a clear interest in taking the necessary measures to eliminate cars in order to significantly improve more sustainable modes of travel.

It's worth noting that the various proposed actions were validated during the third session of the expanded ULG, incorporating some nuances. However, since almost all the actions were considered priority and urgent within the ULG framework, the prioritization ultimately resulted from primarily technical criteria.

Finally, the fourth session of the expanded ULG focused on the social aspects of mobility, recognizing that actions in this area (especially those discouraging car use) generally generate opposition that takes on significant public attention. Thus, the action sheets for each action included complementary measures to smooth over potential conflicts and controversies among citizens that arose during this last session.

Furthermore, the internal ULG actively participated in the design of the various actions of the Integrated Action Plan, as well as in the reflection and drafting of the pros and cons of each. This resulted in the creation of a first list of actions, which was subsequently validated during the third session of the expanded ULG, during a session in which the actions were prioritized and some proposals were refined or expanded.

Identification of current problems and challenges

Within the framework of the Viladecans **URBACT Local Group (ULG),** work was carried out to identify mobility problems in the city, as well as challenges and proposals for their solutions. Specifically, this identification was structured based on the different modes of transport and was presented as follows.

PROBLEMS

- Narrow sidewalks and too much space allocated to vehicles
- Visibility problems at pedestrian crossings
- On shared-space streets, the pavement is too uniform for people with visual impairments (*lack of differentiated paving for the blind people*)
- Architectural barriers
- Poor coexistence with bicycles and scooters
- Lack of discipline (motorcycles parked on the sidewalk, outdoor seating areas encroaching too much, etc.)
- Lack of traffic calming measures around schools, sports facilities, and healthcare facilities

PROPOSALS

Infrastructure

- Widen sidewalks and pedestrian areas
- Comply with the Accessibility Code
- Improve sidewalk maintenance
- Eliminate parking around crosswalks
- Improve lighting at intersections
- On shared-space streets, add 60 cm wide tactile paving
- Calm traffic in high-traffic areas, such as shopping districts, school zones, and service areas
- Greener streets with more shade
- Streets with more seating areas
- More temperature-efficient pavements and the creation of sun-damping zones

Management

- Awareness campaigns and road safety courses
- Information provided by community officers and police
- Promoting coexistence between pedestrians, cyclists, and scooter riders
- Increased enforcement of sidewalk and pedestrian zones
- Closing streets leading to schools to traffic during peak hours
- *Metrominuto*

PROBLEMS

- Lack of continuity of bike lanes, both within the municipality and between cities
- Narrow bike lanes
- Slippery bike lanes
- Unsafe conditions on shared streets (car/bike sharing)
- Unsafe parking
- Conflicts with pedestrians, especially in pedestrian zones
- Lack of compliance with traffic signals by cyclists
- Possibility of using the AMBICI system without registration (vandalism)
- Lack of awareness of the BICIBOX system
- Inadequate connections with other transport options
- Lack of dedicated train cars for bicycles
- Absence of cycle logistics projects

PROPOSALS

Infrastructure

- More space for bicycles
- More continuous bike lanes
- Bike lanes on the road, not on the sidewalk
- Increased surface roughness on bike lanes
- More shade
- Improve the design of bike lanes like the C-245 (*C-245 is then name of It is the name of a road that crosses Viladecans and has a bike lane*) and the road to the beach
- Prioritize one-way bike lanes
- Ensure low speeds and traffic volumes on cycle streets
- More secure bicycle parking
- Resolve conflicts between pedestrians, bicycles, and personal mobility vehicles (PMVs)

Management

- Expand the AMBICI (*Metopolitan Bike Sharing System*) program
- Expand AMBICI to include tourist uses
- Extend AMBICI to nighttime hours
- Provide training from childhood
- Attract young people through gamification
- Incentivize the Bike Bus with secure parking at schools and businesses
- Create a cycle logistics center in partnership with a local cooperative and the administration
- Implement a police protocol against harassment of cyclists
- Establish rewards for people who switch from cars to bicycles
- Provide bicycles for the Local Police

PROBLEMS

- Lack of coverage in sparsely populated neighborhoods
- Radial network with Barcelona and poor connectivity
- Low average speed
- Poorly rated service from RENFE and Avanza (*RENFE and AVANZA are the companies that manage the train and bus service respectively*)
- Access time to Barcelona too long compared to by car
- Intermodal shortcomings (overlapping transfers)

PROPOSALS

Infrastructure

- Improvements to bus lanes on the C-245
- Tram on the C-245
- Cornellà-Viladecans Metro (*Cornellà is another city in the Barcelona Metropolitan Area that is about 10 km from Viladecans*)
- Intercity bus lanes (e.g., C32) *(C32 is a motorway that passes near the municipality of Viladecans and connects with Barcelona and other coastal municipalities.*)
- Improved bus accessibility
- Park & Ride

Management

- Improved frequencies
- Improved intermodality
- Mesh network, bypassing Barcelona
- Services offered in all neighborhoods
- Implementation of an on-demand bus service in sparsely populated neighborhoods
- Bus priority at traffic lights
- Increased night services
- Dedicated carriages for bicycle transport
- Enabling T-Mobilitat cards (*T-Mobilitat is a transport card that integrates all modes of transport in the AMB (Barcelona Metropolitan Area)*)to have multiple zones on the same card
- Reinstating access for personal mobility vehicles (PMVs) on public transport
- Improvements to electric transport

PROBLEMS

- Too much space for cars
- Lack of resident parking in the city center, leading to overnight stays
- Lack of park-and-ride facilities
- Lack of access from the highway
- Externalities: noise, pollution, CO2, accidents, space occupation, sedentary lifestyle
- Lack of parking discipline
- Low vehicle occupancy rate
- Difficulty detecting electric vehicles, which are almost silent
- Abandoned vehicles on public roads

PROPOSALS

Infrastructure

- Creation of limited traffic zones (superblocks)
- Peripheral and park-and-ride facilities

Management

- Parking regulations in the city center and outer ring
- Lowering the minimum parking standards in urban planning regulations and establishing maximums
- Increasing the car-sharing fleet
- Speed control
- Measures to discourage car-based logistics (promoting eco-friendly cycling)
- Promoting electric vehicles (taxes, charging points, etc.)
- Educational programs in schools
- Parking passes for businesses and shops in green and blue zones
- Adding sound systems to electric vehicles

The vision

Viladecans is a city that promotes sustainable urban mobility – active mobility, cycling and the use of public transport – over private motorised vehicles (cars/motorbikes).

In fact, the mission established by the Viladecans 2030 Strategy to make Viladecans an emissions-neutral city by 2030 and negative emissions by 2050 requires that the mobility vision focus on achieving the aforementioned modal shift. While technological improvements in private motorized vehicles can reduce some of their negative impacts on a local scale, the true benefits come primarily from the reduction in kilometers traveled annually by cars and motorcycles. For this reason, the modal shift is established as the vision.

Main integration challenges

This IAP is structured around two distinct groups of ULGs: the internal ULG (City Council's Public Space and Mobility departments) and the expanded ULG (incorporating other City Council departments, supra-local administrations, and citizen representatives). Thus, while the expanded ULG is highly transversal, to improve the integrated approach to the city's vision, it would be advisable to gradually incorporate the following City Council departments into the internal ULG (or into the future working group leading the SUMP review): environment, education, urban planning, and local police.

Testing action

A *test Action* is an experimental activity designed to validate urban strategies before their full implementation. Testing actions are key to driving innovation and help verify hypotheses and gather data to make informed decisions.

In Viladecans it has been carried out as *testing* An innovative version of the "School Bike Bus" project , this project was promoted by the City Council's Department of Public Space and Sustainable Mobility and consists of a bicycle route that, like a school bus, picks up students and their families to travel to school safely and with companions. For the implementation of this edition of the Bike Bus , the City Council has the support of the CUBIC cooperative - a cooperative of bicycle users.

The Bicibús program runs from October 2024 to May 2
Initially, 19 Bicibús sessions were planned, which will
have been canceled due to weather conditions, sever
and spring 2025. To facilitate participation, an app has been created where interested families can register and select their destination school and stop (https://cat.bicibus.app/). A project website has also been developed (https://bicibus.eu/ca/viladecans/).

At the end of the project, a satisfaction survey was conducted among participating families, who rated the Bicibus project 4.75 out of 5 (sample: 4 responses). The project was rated as well organised and safe.

The benefits observed in participating students include:

- Improved mood.
- Increased motivation to participate in the Bicibus.
- Personal confidence and autonomy.

In terms of changes in mobility habits induced by participation in the Bicibus, the following changes have occurred:

- One family has partially changed their habits: they now use bicycles to go to school on some days.
- Two families were already cycling to school before participating in the project.
- One family indicates that it has not changed the way it goes to school.

Finally, in relation to proposals for improvement, specific suggestions include: 1) assigning adult mentors to small groups of children and 2) greater involvement of the City Council, especially in relation to publicity and logistics.

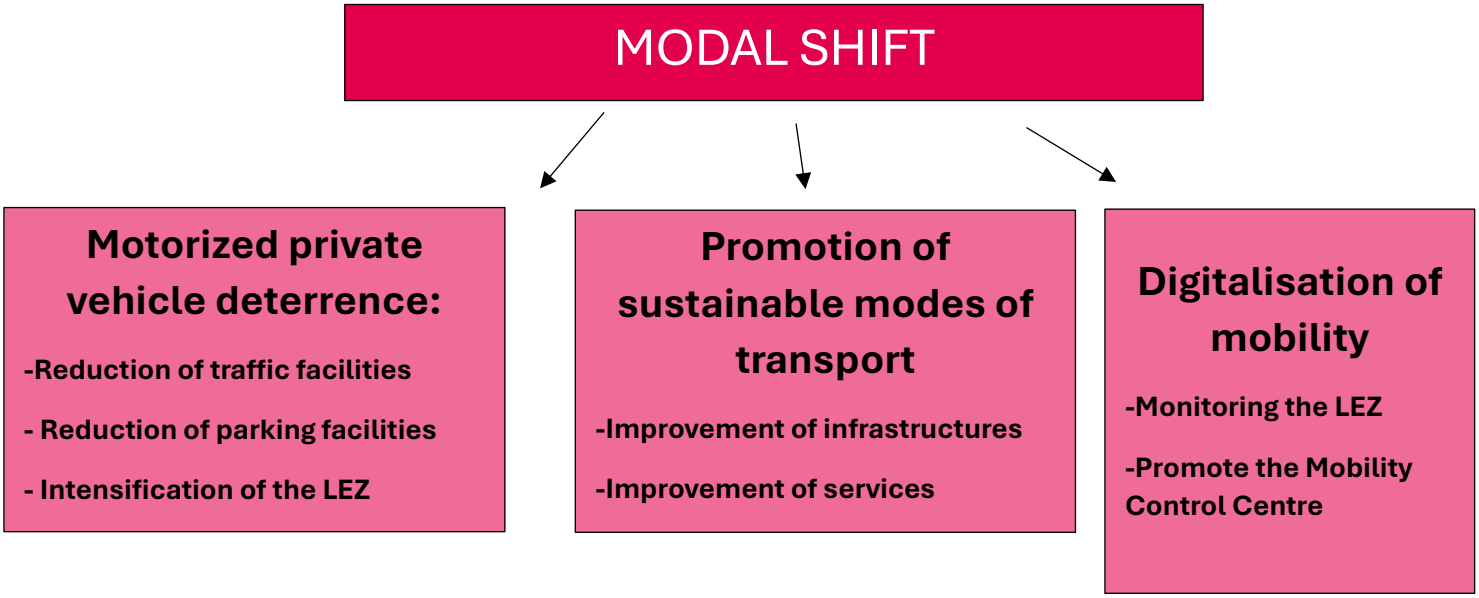
On March 26th and 27th 2025, a series of workshops and outreach sess on the Bicibus were held with approximately 150 fifth and sixth grade students from the Martí i Pol school. Six training sessions (each one hour long) were held to educate students about the project and its benefits, and to encourage them to join the Bicibus every Friday to ride together to school. The sessions were structured as follows: a brief explanatory presentation about the Bicibus, followed by three parallel activities: 1) in which students identified their mode of transportation and how they would like to get there; 2) Identify their homes and how they would get to school (car, public transportation, bicycle, walking, etc.); and 3) Identify barriers and obstacles to using bicycles to get to school and possible solutions. To conclude the session, each student received a bag containing an informational leaflet about the project.

3. STRATEGIC OBJECTIVES AND ACTIONS

The vision outlined in the previous section is broken down here into a series of **strategic objectives** that must be achieved to make it a reality. These strategic objectives are then broken down into different **actions** . Together, these actions constitute the core of the IAP, since everything that comes before supports its definition, and everything that follows supports its implementation.

Strategic objectives

International experience shows that modal shift away from private motor vehicles (the vision) is not achieved solely by promoting more sustainable modes of transport, but also requires explicit strategies to discourage private vehicles. Therefore, the following strategic objectives are considered necessary for this IAP:



Specifically, within the ULG the following characterization of these strategic objectives was reached , weighing up the importance and role that each of them should play:

PRIVATE MOTOR VEHICLE DETERRENCE	**Reduction of traffic facilities**	First and foremost, it is necessary to discourage internal mobility, travel to and from the city itself. Traffic restrictions can be used to increase pedestrianization of streets, create superblocks , and renaturalize streets. Consideration should also be given to requiring complicated routes to discourage car use.
	Reduction of parking facilities	Parking spaces should be reduced and kept primarily in key areas of the city, creating parking pockets. It's not necessary to continue promoting blue zones, but green zones (preferential parking for residents) are necessary in neighborhoods where buildings don't have parking.
	Intensification of the LEZ	Any extensions to these restrictions should be part of a common policy within the Barcelona Metropolitan Area. It's important to keep in mind that this measure differentially affects those who need to use a car and can't afford to renew it. It will also be necessary to monitor the real impact this measure has on a city like Viladecans.

PROMOTING MORE SUSTAINABLE WAYS	**Improving infrastructure**	It's necessary to define the main and secondary arteries to create superhighways that will calm traffic and promote pedestrian mobility. Bus lanes and infrastructure that guarantees the safety of bicycles and scooters are also necessary. Bike lanes must be located on the roadway, taking space away from cars.
	Improving services	Public services must be carefully maintained to ensure they are a viable and competitive option compared to cars. Regarding buses, coverage and nighttime services must be expanded, as well as improved information.
	Sensitization	Awareness-raising is needed regarding the need for a change in the mobility model.

Actions

Based on the strategic objectives initially developed in the ULG, the following reorganization and design of actions is outlined. Specifically, a total of 10 actions and two cross-cutting lines are established. Each of these actions/lines is developed in the following pages, with a separate file for each.

STRATEGIC OBJECTIVES	ACTIONS
PRIVATE MOTOR VEHICLE DETERRENCE	1. Reduction in capacity of main roads 2. Optimizing parking availability 3. Expansion of the Regulated Parking Zone
PROMOTING MORE SUSTAINABLE WAYS	4. Maximizing space for pedestrians 5. Improving cycling infrastructure 6. AMBici service (bike sharing service) 7. Promoting the last mile of freight in sustainable modes 8. Extension of public transport services to the Alba-Rosa and Mas Ratés neighborhoods
DIGITALIZATION OF MOBILITY	9. Monitoring the impact of the Low Emission Zone 10. Promotion of the Mobility Control Center

TRANSVERSAL LINES: Awareness-raising actions and activation of public spaces
A. Public space activation programs B. Campaigns to raise awareness of the need for change

ACTION 1: CAPACITY REDUCTION ON MAIN ROADS RELATED STRATEGIC OBJECTIVE: PRIVATE MOTOR VEHICLE DETERRENCE		
Description of the tasks required to be performed	▪ Action closely related to actions no. 4 and 5. See corresponding records. ▪ Multi-use lanes can also be created, depending on the time and day.	
Justification	Pros: Facilitates modal shift toward more sustainable modes. Cons: Reducing network capacity may temporarily increase traffic congestion until a new equilibrium point is reached through "traffic evaporation."	
Relation to the objectives of the Local Urban Agenda	2 - Avoid urban sprawl and revitalize the existing city 3 – Prevent and reduce climate change impacts and improve resilience 5 - Promote proximity and sustainable mobility	
Specific Local Urban Agenda action		
Deadlines	**Short term (2030)**	
	Medium term (2035)	X
	Long term (beyond 2035)	X
Responsibilities	**Leadership**	Viladecans City Council
	Agents involved	Supralocal entities (Barcelona Metropolitan Area, Barcelona Provincial Council and Catalan Regional Government).
Costs	Between 1.000.000,00 € and 2.000.000,00 €	
Financing	Shared among the agents involved. Need for subsidy	
Monitoring indicators	Modal distribution of trips (all reasons) in the urban area; travel by car and motorcycle Ratio of number of vehicles per inhabitant	

ACTION 2: OPTIMIZATION OF THE PARKING OFFER RELATED STRATEGIC OBJECTIVE: PRIVATE MOTOR VEHICLE DETERRENCE		
Description of the tasks required to be performed	▪ Limitation of the expansion of short-term rotation promotion zones (blue zone). ▪ Reducing parking availability to create bike lanes, widen sidewalks, or make pedestrian areas more accessible (actions 4 and 5). ▪ Feasibility study for new peripheral parking. ▪ Maximizing the use of existing underground parking and conducting a feasibility study for future new parking. ▪ Feasibility study for the expansion of the Local Police vehicle depot.	
Justification	Pros: Facilitates modal shift toward more sustainable modes. Cons: The lack of off-street parking. The reluctance of economic activities and residents.	
Relation with the objectives of the Local Urban Agenda	2 - Avoid urban sprawl and revitalize the existing city 3 – Prevent and reduce climate change impacts and improve resilience 5 - Promote proximity and sustainable mobility	
Specific Local Urban Agenda action	Action 4 of Specific Objective 5.1. *Promote urban proximity* ("Expansion of urban space designated for pedestrian use by eliminating on-road parking spaces, prioritizing safe and accessible space for pedestrians"). Action 7 of Specific Objective 5.2. *Promote sustainable modes of transport* ("Develop a study to analyze the possibilities of creating park-and-ride parking areas in adjacent areas of the city center").	
Deadlines	**Short term (2030)**	X
	Medium term (2035)	X
	Long term (beyond 2035)	
Responsibilities	**Leadership**	Viladecans City Council
	Agents involved	Viladecans City Council
Costs	Between 100.000,00 € and 200.000,00 €	

Financing	Viladecans City Council
Monitoring indicators	Modal distribution of trips (all reasons) in the urban area; travel by car and motorcycle

ACTION 3: EXPANSION OF THE REGULATED PARKING ZONE RELATED STRATEGIC OBJECTIVE: PRIVATE MOTOR VEHICLE DETERRENCE		
Description of the tasks required to be performed	▪ In areas with a lack of off-road parking infrastructure for residents, implement green areas to prioritize residential parking. ▪ In order to discourage vehicle accessibility, the feasibility of modifying the pricing of foreign vehicles in the green zone (currently charged the same as in the blue zone) is being studied. ▪ In order to discourage car traffic within the entire green area, this area should be divided into sectors .	
Justification	Pros: Facilitate modal shift toward more sustainable modes, ensuring residents have access to parking at the origin. Cons: Reluctance of foreigners to pay for parking.	
Relation with the objectives of the Local Urban Agenda	2 - Avoid urban sprawl and revitalize the existing city 3 – Prevent and reduce climate change impacts and improve resilience 5 - Promote proximity and sustainable mobility	
Specific Local Urban Agenda action		
Deadlines	**Short term (2030)**	X
	Medium term (2035)	X
	Long term (beyond 2035)	
Responsibilities	**Leadership**	Viladecans City Council
	Agents involved	Viladecans City Council
Costs	Between 100.000,00 € and 200.000,00 €	
Financing	Viladecans City Council	
Monitoring indicators	Modal distribution of trips (all reasons) in the urban area; travel by car and motorcycle	

ACTION 4: MAXIMIZING PEDESTRIAN SPACE RELATED STRATEGIC OBJECTIVE: PROMOTING MORE SUSTAINABLE MODES		
Description of the tasks required to be performed	▪ Identification of the main sidewalk width deficits in the basic pedestrian network defined in the previous SUMP. Width deficits can be of three types: to comply with accessibility regulations, to provide trees, or to provide comfort in the face of high pedestrian traffic. ▪ Prioritize actions in areas with schools, medical centers, or high-accident hotspots. ▪ Implementation of the first pilot Superblock in the municipality. ▪ Identification and creation of new pedestrian streets and super-streets through the programs outlined in Action No. 11. ▪ To amplify the benefits of this initiative, all these actions should be accompanied by the promotion of local commerce, the renaturalization of pedestrian spaces, and the creation of social spaces.	
Justification	Pros: Increased and improved spaces for people, enhancing neighborhood coexistence . Accessibility and safety for pedestrians are improved. Environmental comfort (noise, pollution, heat island, etc.) is improved. Commerce is boosted. Cons : High cost if implemented through comprehensive renovation projects. Need to manage conflicts with bicycles and PMVs.	
Relation between the objectives of the Local Urban Agenda	2 - Avoid urban sprawl and revitalize the existing city 3 – Prevent and reduce climate change impacts and improve resilience 5 - Promote proximity and sustainable mobility	
Specific Local Urban Agenda action	Action 1 of Specific Objective 5.1. *Promoting the proximity city* ("Creation and consolidation of a network of continuous cycling and pedestrian routes: promoting pedestrian and bicycle mobility in the city by creating and adapting continuous and safe pedestrian routes and cycle lanes that connect residential areas, commercial zones, municipal facilities and buildings, and public transport services").	
Deadlines	**Short term (2030)**	X
	Medium term (2035)	X
	Long term (beyond 2035)	X
Responsibilities	**Leadership**	Viladecans City Council
	Agents involved	Associations and entities that energize and participate in decision-making

Costs	Between 500.000,00 and 1.000.000,00 euros
Financing	
Monitoring indicators	Modal distribution of trips (all reasons) in the urban area; travel on foot Length of pacified streets Percentage of population close to the main basic services (15 min walk)

ACTION 5: IMPROVE CYCLING INFRASTRUCTURE RELATED STRATEGIC OBJECTIVE: PROMOTING MORE SUSTAINABLE MODES		
Description of the tasks required to be performed	▪ Improve signage and interconnection between cycle streets and bike lanes, as well as between cycle streets themselves. ▪ Improvements in the design and management of cycleways to ensure reduced motorized traffic intensities and speeds. ▪ Expansion of secure bicycle parking ▪ Introduction of public bicycle repair/mechanics points ▪ To amplify the benefits of this action, all these initiatives should be accompanied by traffic calming and the promotion of corporate relocation plans.	
Justification	Pros: Improved attractiveness and competitiveness of bicycle mobility. Cons: -	
Relation between the objectives of the Local Urban Agenda	2 - Avoid urban sprawl and revitalize the existing city 3 – Prevent and reduce climate change impacts and improve resilience 5 - Promote proximity and sustainable mobility	
Specific Local Urban Agenda action	Action 1 of Specific Objective 5.1. *Promoting the proximity city* ("Creation and consolidation of a network of continuous cycling and pedestrian routes: promoting pedestrian and bicycle mobility in the city by creating and adapting continuous and safe pedestrian routes and cycle lanes that connect residential areas, commercial zones, municipal facilities and buildings, and public transport services"). Action 2 of Specific Objective 5.1. *Promote proximity to the city* ("Expanding the area designated for pedestrians and cyclists on the road connecting the city with Viladecans beach by segregating a cycle lane and limiting the entire road to Zone 30"). Action 3 of Specific Objective 5.1. *Promote local cities* ("Deployment of parking and secure parking for bicycles and scooters in public spaces and facilities to encourage the use of bicycles in citizens' daily commutes").	
Deadlines	**Short term (2030)**	X
	Medium term (2035)	X
	Long term (beyond 2035)	X

Responsibilities	**Leadership**	Viladecans City Council
	Agents involved	Supramunicipal entities (Barcelona Metropolitan Area)
Costs	Between 1.000.000,00 and 2.000.000,00 euros	
Financing	Own resources and external financing Possible inclusion of private capital (secure parking in premises, for example)	
Monitoring indicators	Modal distribution of trips (all reasons) in the urban area; bicycle trips Bike lane length per 1,000 inhabitants (excluding bike lanes) Bike lane length per 1,000 inhabitants (excluding bike lanes)	

ACTION 6: IMPROVING THE AMBICI (BIKE-SHARING) SERVICE RELATED STRATEGIC OBJECTIVE: PROMOTING MORE SUSTAINABLE MODES		
Description of the tasks required to be performed	▪ Submit requests for service extensions (number of stations, territorial coverage, operating hours, and age limit from 14) to the AMB. ▪ Increase police control and civic awareness campaigns related to their use ▪ To amplify the benefits of this initiative, all these actions should be accompanied by training for potential users, bicycle technical assistance points, and the promotion of privately owned bicycles.	
Justification	Pros: Improved public bicycle service to make it more attractive and competitive to a greater number of people. Cons: initial financial investment and annual maintenance.	
Relation with the objectives of the Local Urban Agenda	2 - Avoid urban sprawl and revitalize the existing city 3 – Prevent and reduce climate change impacts and improve resilience 5 - Promote proximity and sustainable mobility	
Specific Local Urban Agenda action		
Deadlines	**Short term (2030)**	
	Medium term (2035)	X
	Long term (beyond 2035)	X
Responsibilities	**Leadership**	Viladecans City Council and AMB
	Agents involved	
Costs	Between 1.500.000,00 and 2.000.000,00 euros	
Financing	Shared: Viladecans City Council, AMB and users	
Monitoring indicators	Modal distribution of trips (all reasons) in the urban area; bicycle trips	

ACTION 7: PROMOTING THE LAST MILE OF GOODS DISTRIBUTION IN SUSTAINABLE MODES RELATED STRATEGIC OBJECTIVE: PROMOTING MORE SUSTAINABLE MODES		
Description of the tasks required to be performed	▪ By regulating loading and unloading times, as well as traffic times for certain vehicles and on certain streets, prioritize and encourage the distribution of goods using delivery bicycles and PMVs for freight transport. Promote regulatory consistency across the entire AMB. ▪ Study the feasibility of implementing a micro- logistics platform, considering the application of the prioritization measures mentioned above. ▪ Promoting the shift from motorcycle to bicycle for home food deliveries	
Justification	Pros: Reduced traffic congestion and positive health impacts. Reduced illegal van parking. Cons: Difficulty making a cargo bike delivery business profitable . Reluctance from large transport companies.	
Relation with the objectives of the Local Urban Agenda	2 - Avoid urban sprawl and revitalize the existing city 3 – Prevent and reduce climate change impacts and improve resilience 5 - Promote proximity and sustainable mobility	
Specific Local Urban Agenda action		
Deadlines	**Short term (2030)**	X
	Medium term (2035)	X
	Long term (beyond 2035)	
Responsibilities	**Leadership**	Viladecans City Council (Mobility + Commerce)
	Agents involved	
Costs	Between 100.000,00 € and 200.000,00 €	
Financing	Involve companies	
Monitoring indicators	Modal distribution of trips (all reasons) in the urban area; bicycle trips	

ACTION 8: EXPANSION OF THE PUBLIC TRANSPORT SERVICE TO THE NEIGHBORHOODS OF ALBA-ROSA AND MAS RATÉS RELATED STRATEGIC OBJECTIVE: PROMOTING MORE SUSTAINABLE MODES		
Description of the tasks required to be performed	▪ Study on the economic viability of the service (detailed diagnosis with door-to-door surveys), including the possibility of implementing an on-demand public transport service. ▪ Purchase of vehicles ▪ Creation of new stops ▪ Citizen communication campaign	
Justification	Pros: Offering a service that enables car-free mobility, especially in sectors with a clearly aging population. Cons: large initial financial investment and annual maintenance.	
Relation with the objectives of the Local Urban Agenda	2 - Avoid urban sprawl and revitalize the existing city 3 – Prevent and reduce climate change impacts and improve resilience 5 - Promote proximity and sustainable mobility	
Specific Local Urban Agenda action	Action 8 of Specific Objective 5.2. *Promote sustainable modes of transport* ("Redefinition of the existing bus network, analysis and improvement of the routes of the current network lines, improvement of the beach bus line frequencies, and creation of a new line to cover new areas. With the aim of promoting sustainable means of transport that are an attractive, comfortable, accessible, and affordable alternative to private vehicles").	
Deadlines	**Short term (2030)**	X
	Medium term (2035)	X
	Long term (beyond 2035)	
Responsibilities	**Leadership**	Viladecans City Council
	Agents involved	
Costs	Between 250.000,00 € and 500.000,00 €	
Financing	Viladecans City Council and Barcelona Metropolitan Area	

Monitoring indicators	Modal distribution of trips (all reasons) in the urban area; travel by public transport Use of municipal public transport/Number of trips

ACTION 9: MONITORING THE IMPACT OF THE ZBE **RELATED STRATEGIC OBJECTIVE: DIGITALIZATION OF MOBILITY**		
Description of the tasks required to be performed	▪ Monitoring of environmental vectors of air and acoustic quality through sensors installed in the municipality. ▪ Based on the monitoring reports on the implementation of the LEZ, the need to further tighten restrictions based on the vehicles' polluting potential will be assessed. In any case, the AMB's common policy framework will also be taken into account. ▪ Promote a uniform monitoring methodology within the AMB framework, increasing the mandatory four-year reports to annual reports.	
Justification	Pros: Improved local air and acoustic quality, especially in relation to certain pollutants emitted by combustion engines. Cons: If you need to change your car, this measure does not affect everyone equally, but rather has an income bias.	
Relation with the objectives of the Local Urban Agenda	9 – Lead and foster digital innovation	
Specific Local Urban Agenda action	Action 12 of Specific Objective 2.4. *Improve the urban environment and reduce pollution* ("Implementation of the Low Emission Zone to reduce pollution from private vehicles").	
Deadlines	**Short term (2030)**	X
	Medium term (2035)	
	Long term (beyond 2035)	
Responsibilities	**Leadership**	Viladecans City Council and AMB
	Agents involved	
Costs	Between 75.000,00 € and 150.000,00 € (part of the invest in measuring equipment is done)	

Financing	Viladecans City Council
Monitoring indicators	Fleet of low-emission or clean-fuel buses dedicated to urban transport; percentage of buses with Euro III or earlier, Euro IV or later technology and clean fuels.

ACTION 10: PROMOTION OF THE MOBILITY CONTROL CENTER **RELATED STRATEGIC OBJECTIVE: DIGITALIZATION OF MOBILITY**		
Description of the tasks required to be performed	▪ Definition of the Control Center's objectives: traffic management, public transport, active mobility flows, road safety, available parking, etc. ▪ Analysis of the applicable regulations. Special emphasis on data privacy and anonymity. ▪ Installation and configuration of the necessary infrastructure: cameras, external sensors, radars, communications equipment, control hardware and software, adequate physical space to install the entire infrastructure, etc. ▪ System integration: connection to all the services you want to control ▪ Ongoing maintenance	
Justification	Pros : Improves traffic management, road safety, public transport efficiency, emergency services response, information provision for city design, etc. All of this contributes to reducing travel time, stress, expense, and pollution. Cons : High implementation and maintenance costs, technological dependence, risks of privacy breaches, data vulnerability, resistance from some citizens to being or feeling controlled, uneven impact on cities depending on the scope of implementation and the design of the infrastructure.	
Relation with the objectives of the Local Urban Agenda	9 – Lead and foster digital innovation	
Specific Local Urban Agenda action	Action 10 of Specific Objective 5.2. *Promote sustainable modes of transport* ("Implement remote management systems for mobility in the city to control urban congestion and air pollution, helping to regulate motor traffic and informing citizens through information panels on main roads and/or a dedicated application. Develop and implement a control center for analyzing data from all elements of remote mobility management ").	
Deadlines	**Short term (2030)**	X

	Medium term (2035)	
	Long term (beyond 2035)	
Responsibilities	**Leadership**	Viladecans City Council
	Agents involved	
Costs	Between 100.000,00 € and 200.000,00 €	
Financing	Viladecans City Council	
Monitoring indicators	-	

CROSS-CUTTING LINE A : PUBLIC SPACE ACTIVATION PROGRAMS		
Description of the tasks required to be performed	▪ Implementation of the “streets for play” program ▪ Implementation of the "Let's Make the Neighborhood Ours" program ▪ Implementation of the “I take care of the green” program	
Justification	Pros: Citizens take ownership of their city. Participation of cross-cutting associations (dealing with diverse issues) is encouraged. Spaces for play and enjoyment are created. Cons: These programs depend on citizen proactivity and organization, which is difficult. The city council must perform many tasks to publicize the project and support it.	
Relation with the objectives of the Local Urban Agenda	2 - Avoid urban sprawl and revitalize the existing city 3 – Prevent and reduce climate change impacts and improve resilience 5 - Promote proximity and sustainable mobility	
Specific Local Urban Agenda action		
Deadlines	**Short term (2030)**	X
	Medium term (2035)	X
	Long term (beyond 2035)	
Responsibilities	**Leadership**	Viladecans City Council
	Agents involved	Neighborhood associations, entities and citizens in general
Costs	Between 100.000,00 € and 150.000,00 €	
Financing	Viladecans City Council	
Monitoring indicators	-	

CROSS-CUTTING LINE B: AWARENESS CAMPAIGNS ON THE NEED FOR CHANGE		
Description of the tasks required to be performed	▪ Design of institutional awareness campaigns on the need to change the mobility model ("It is not a sacrifice, but an improvement in the quality of life"). Emphasize all the positive aspects of change: noise pollution, air pollution, sedentary lifestyles, public health, safety, speed and economy of cycling, the environment, quality of life, promoting local businesses, careers for people, etc. ▪ Possibility of creating a personalized office or point to provide information about mobility and receive personalized advice, tailored to each individual's needs. Support is available in person, by phone, or online.	
Justification	Pros: When implementing measures that change mobility conditions, they must be accompanied by communication and awareness campaigns to explain the motivations and justifications behind them. Cons: Difficulty personalizing and delivering messages to citizens, given their highly individualized nature. Campaigns become easily politicized, which must be avoided.	
Relation with the objectives of the Local Urban Agenda	2 - Avoid urban sprawl and revitalize the existing city 3 – Prevent and reduce climate change impacts and improve resilience 5 - Promote proximity and sustainable mobility	
Specific Local Urban Agenda action		
Deadlines	**Short term (2030)**	X
	Medium term (2035)	X
	Long term (beyond 2035)	
Responsibilities	**Leadership**	Viladecans City Council
	Agents involved	
Costs	Between 100.000,00 € and 150.000,00 €	
Financing	Viladecans City Council	

Monitoring indicators	-

4. IMPLEMENTATION

Governance

The implementation of this IAP will primarily involve the drafting and execution of the city's Sustainable Urban Mobility Plan (SUMP). As explained in section 1, this is a sectoral plan framed within the Viladecans 2030 Strategic Framework, which also includes the 2030 Strategy and the 2030 Urban Agenda.

Specifically, the 2030 Strategy contemplated the creation of four Circles for city governance:

- Steering Group of the Viladecans 2030 Strategy
- Urban Agenda Monitoring Circle
- **Monitoring Circle of Sectoral Plans**
- Municipal Budget Transformation Circle

Therefore, with the aim of leveraging established governance mechanisms and avoiding duplication of resources, the governance of this IAP and the future SUMP will be framed within the monitoring framework of the Sectoral Plans.

The objective of this Circle is to promote, coordinate, and participate in the design, development, implementation, and evaluation of municipal sector plans. Furthermore, this Circle must ensure that newly created sector plans are aligned with the new strategic framework for the city of Viladecans 2030. It is led by the Municipal Management and includes all executives of the Viladecans City Council and public companies.

Continuity in the involvement of the different agents

To lead the drafting and implementation of the future SUMP, we intend to continue the work of the internal and expanded ULGs that piloted the drafting of this IAP. In the case of the expanded ULG, it may include new stakeholders from the private sector, the public sector, and citizens.

The main tasks to be carried out by the ULG will be:

- Regular meetings to monitor the drafting of the PMUS (enlarged ULG).
- Monitoring the implementation of actions (core ULG).
- Monitoring indicators (core ULG).

Risk mitigation

In the context of plan implementation, it is important to keep in mind the following risk assessment table, which addresses the potential for threats to the successful implementation of the IAP. As explained below, these potential aspects can be of a variety of nature: political, technical, financial, operational, etc.

Risk	Risk level	Possible mitigation actions
Lack of political support for proposals to discourage private vehicles	High	Cooperation between the ULG and the governing team, providing well-structured and well-developed arguments. Propose starting the actions as pilot tests to be tested.
Citizen opposition to the implementation of actions to discourage private vehicles	High	Advance in phases, starting with flexible and adaptable pilot tests through citizen participation Emphasize the improvements in quality of life (including mobility itself) that are achieved when the city opts for other modes of transport
Lack of budget	High	Apply for state grants and European projects
Lack of human resources	Half	Hiring of new public employees
Delays in the implementation of actions	Half	Legal penalties in outsourcing contracts to avoid delays
Difficulty in monitoring tracking indicators	Half	Improve the digitalization of monitoring, in collaboration with the Barcelona Metropolitan Area
Lack of knowledge in the technical team	Low	Hiring external experts

Follow-up

Indicator monitoring is part of the monitoring system of the city's strategic framework - Viladecans 2030. This system consists of four sets of indicators, called the Viladecans 2030 Scorecard, and comprises a total of 171 indicators that measure the achievement of:

- The Sustainable Development Goals
- The 25 City Challenges
- The Urban Agenda of Viladecans
- The quality of life in the city

Thus, the monitoring indicators included in the respective action sheets for this IAP have been selected from the Dashboard, with the aim of coordinating and simplifying the monitoring of the various municipal planning instruments. These monitoring indicators are set out below:

- Modal distribution of journeys in urban areas; journeys by car and motorbike (actions 1, 2 and 3).
- Proportion of vehicles per inhabitant (action 1).
- Modal distribution of journeys (all reasons) in urban areas; journeys on foot (action 4).
- Length of traffic-calmed streets (action 4).
- Percentage of population close to basic services (15 minutes on foot) (action 4).
- Modal distribution of trips (all purposes) in the urban area; trips by bicycle (actions 5, 6, 7).
- Length of cycle lanes per 1,000 inhabitants (excluding cycle lanes) (action 5).
- Modal distribution of trips (all reasons) in the urban area; trips by public transport (action 8).
- Use of municipal public transport/number of trips (action 8).
- Fleet of low-emission or clean fuel buses dedicated to urban transport (action 9).
- Percentage of buses with Euro III or earlier technology, Euro IV or later technology, and clean fuels (action 9).

4. EXECUTIVE SUMMARY

The city of Viladecans has a 2030 Strategic Framework, structured around the Viladecans 2030 Strategy, the 2030 Urban Agenda, various sectoral plans, and the "Viladecans takes care of me" Network. Within this planning framework, the city has established the mission of "Making Viladecans a carbon-neutral city by 2030 and carbon-negative by 2050." And in this sense, mobility plays a decisive role, given that it accounts for almost 58% of the city's CO2 emissions. Hence the importance of the future Sustainable Urban Mobility Plan (SUMP), which must begin to be developed.

However, prior to developing the SUMP, the European PUMA project has sought to develop this Integrated Action Plan (IAP), which is precisely the document you are holding. It adopts a comprehensive view of the city and mobility to reflect on the main challenges and key actions to be undertaken. It should be noted that this document was prepared and validated in phases with the

participation of various municipal technical services, as well as other administrations and local stakeholders.

As a result of this work process, and as shown in the attached figure, this Integrated Action Plan (IAP) has established a set of three strategic objectives and, in turn, ten actions. It also contains two cross-cutting lines of action to raise awareness and activate public space.

For each of these actions or cross-cutting lines, the document presents an individualized sheet providing the corresponding justification, as well as details of the different measures, their relationship with the Local Urban Agenda, timelines, responsibilities, costs, funding sources, and monitoring indicators.

Finally, the document establishes the plan's governance and monitoring mechanisms. However, it should be clear that the implementation of this IAP will primarily come from the drafting and execution of the city's Sustainable Urban Mobility Plan (SUMP). In this sense, the aim is to continue the citizen participation and cross-cutting approach that guided the drafting of this IAP, opening the door to new stakeholders, both from the private and public sectors, and citizens.