COMUNIDADE INTERMUNICIPAL
VISEU DÃO LAFÕES

30-MINUTES SMART TERRITORY OF VISEU DÃO LAFÕES

Multimodal Transportation Hubs at the Heart of a Regional Integrated Action Plan

URBACT
Co-funded by the European Union
Interreg
eCONNECTING greener & closer communities
COMUNIDADE INTERMUNICIPAL VISEU DÃO LAFÕES

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Viseu Dão Lafões, September 2025

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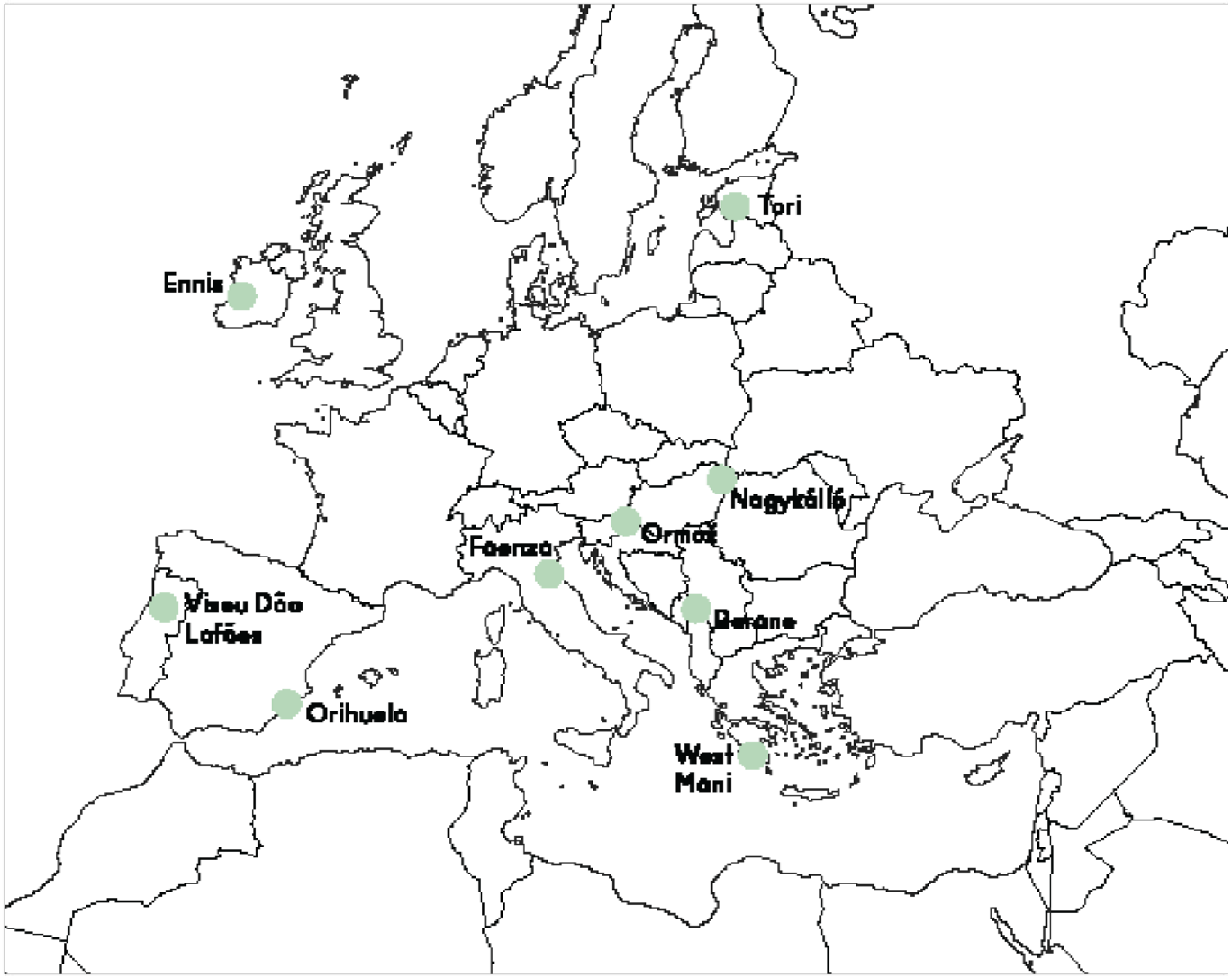
VOUGA GREENWAY

The Econnecting Network



Lead Partner
Unione della Romagna Faentina, Italy

Partners
Municipality of Berane, Montenegro
Municipality of West Mani, Greece
Comunidad Intermunicipal Viseu Dão Lafões, Portugal
Ennis Municipal District, Clare County Council, Ireland
Tori Vallavalitsus, Estonia
Razvojno Raziskovalni Center Ormož , Slovenia
Municipality of Nagykallo, Hungary
Municipality of Orihuela, Spain

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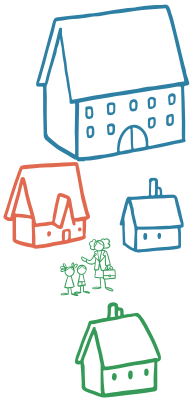
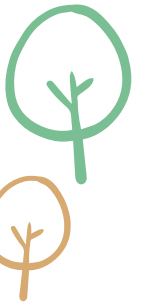
ECONNECTING means...

establishing **strategies and actions for rural-urban functional areas**, fostering the seamless integration of urban sustainable practices, well-being enhancement, and the cultivation of robust social connections through active citizen participation. This Action Planning Network brings together nine city partners from Italy, Montenegro, Greece, Portugal, Ireland, Estonia, Slovenia, Hungary and Spain to collaborate on shaping their „proximity territories," characterized by intricate urban-rural linkages.

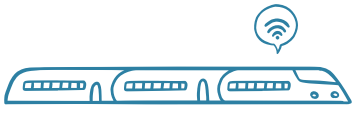


At the core of ECONNECTING lies a **comprehensive exploration of smart mobility solutions for public transport and mobility, coupled with the revitalization of villages, towns and their hub cities** to enhance the overall quality of life for citizens. The initiative embarks on a deep dive into the intricate fabric of these regions, seeking to address key aspects such as mobility, accessibility, and urban regeneration.

By employing a dialogue-oriented planning process and leveraging the proven URBACT methodology, ECONNECTING aims to **harmonize the dynamics between urban and rural areas**. The focus is specifically on optimizing mobility and accessibility, while simultaneously fostering vibrant public spaces that cater to the needs and desires of the local populace. All these efforts are grounded in a **commitment to environmental consciousness and community engagement**, ensuring a sustainable and people-centric approach to development.



Through collaborative efforts, ECONNECTING strives to create a model that not only enhances the connectivity between urban and rural spaces but also promotes a holistic and inclusive vision for the well-being of citizens. The initiative serves as a beacon for innovative strategies that prioritize the intersection of environmental sustainability, community vibrancy, and urban-rural harmony. In doing so, ECONNECTING emerges as a **catalyst for positive change, demonstrating the transformative power of collaborative urban planning on a European scale**.



TRANSNATIONAL MEETING, BERANE, MONTENEGRO


Digital Connectivity
Inclusive Regions

Executive Summary

The Integrated Action Plan (IAP) for the Viseu Dão Lafões Intermunicipal Community (CIM VDL) aims to transform the region into a cohesive, digitally enabled, and sustainable 30-minute SMART territory. The vision is centred on integrating urban and rural areas across 14 municipalities, creating accessible, resilient, and eco-friendly mobility solutions within a 30-minute radius, and empowering decision-making through digital innovation.

CONTEXT AND CHALLENGES

The Viseu Dão Lafões region faces three main challenges: demographic shifts, climate change, and insufficient mobility infrastructure. A significant population decrease (-5.55% from 2011-2021) coupled with ageing (Ageing Index: 246 in 2021) presents mobility constraints, especially for elderly residents. Climate change has compounded these issues, highlighting excessive car dependency (74% modal share) and inadequate public transit networks. Additionally, dispersed urban growth without transport integration has led to mobility disparities, increased emissions, and social exclusion.

STRATEGIC VISIONS AND GOALS

The vision of transforming Viseu Dão Lafões into a „30-Minute SMART Territory" is built on three strategic axes:

1) Mobility Hubs and Surrounding Areas: Developing multimodal hubs (small, medium, large) tailored to local needs, promoting intermodality and reducing car dependency. These hubs serve as sustainable anchors for enhancing connectivity and quality of life across urban and rural contexts.

2) Mobility, Management, and Digitalization Services: Implementing data-driven solutions, digital twins, and smart mobility platforms for informed and efficient management of transportation resources, enhancing decision-making, and optimizing existing services like the innovative "Ir e Vir" on-demand flexible transport system.

3) Educating to Move More: Raising community awareness and fostering behavioural change towards sustainable, safe mobility through education and inclusive engagement, particularly with schools and local stakeholders, to nurture a sustainable transportation culture.

INTEGRATED ACTIONS

The plan details eight core integrated actions, including:

- Development of a regional network of Mobility Hubs to connect urban and rural communities sustainably.
- Enhancement of complementary mobility infrastructures around these hubs.
- Expansion and improvement of the "Ir e Vir" flexible, on-demand transport service.
- Reinforcement of the successful regional bike-sharing initiative.
- Creation of a comprehensive Mobility Digital Twin for advanced transport management.
- School-focused sustainability and safety initiatives to foster early adoption of sustainable travel modes.
- Specialized training and knowledge exchanges for municipal decision-makers.
- Broad-based community engagement programs and events, culminating in annual European Mobility Weeks.

IMPLEMENTATION STRATEGY

Implementation emphasizes strong governance, collaborative stakeholder engagement through URBACT Local Groups, and a diversified funding strategy leveraging national and EU resources. Strategic priorities include large-scale, long-term infrastructure development (Mobility Hubs) complemented by short-term, high-impact actions. Risks such as funding shortfalls, inter-municipal coordination challenges, and public acceptance will be actively managed through proactive planning and phased implementation.

EXPECTED IMPACT AND MONITORING

This IAP expects to significantly increase territorial cohesion, reduce car dependency (targeting a 20% modal shift), improve accessibility (90% of the population within 30-minutes of mobility hubs), and drive public satisfaction through tangible improvements in quality of life. Progress will be continuously monitored against clearly defined Key Performance Indicators (KPIs), with regular updates shared publicly through digital dashboards and community engagement platforms.
By integrating innovative mobility solutions, inclusive digital technologies, and active stakeholder participation, CIM Viseu Dão Lafões will build a resilient, sustainable, and interconnected territory, address regional challenges and significantly enhance urban-rural linkages, digital innovation, and environmental sustainability.

VOUGA GREENWAY, SÃO VICENTE, SÃO PEDRO DO SUL

1

Development Context and Needs

TRAIL RUNNING, VILA NOVA DE PAIVA

BORA STATION, SATÃO

1.1 Overall topic being adressed

ECONNECTING centres on developing sustainable urban-rural mobility solutions within a 30-minute travel radius, with a mission to advance inclusive, digital, and eco-friendly strategies that engage communities in co-designing climate-resilient towns. The project seeks to create accessible, welcoming cities characterized by strong governance for local areas, people-centered and sustainable mobility, vibrant green communities, and equitable, gender-balanced development.

The "Comunidade Intermunicipal Viseu Dão Lafões" (Viseu Dão Lafões Intermunicipal Community) (CIM VDL), an association of 14 municipalities in the Viseu Dão Lafões sub-region (NUTS III), is one of eight key partners in this network. The URBACT methodology applied to this network was essential for fostering impactful learning among partners through emphasis on collaborative practices, knowledge exchange, and the adaptation of best practices to local contexts, creating a holistic and inclusive approach.
The essential points defined in Viseu Dão Lafões` application to the Econnecting network were reinforced thanks to the involvement of the network`s various partners, the members of the ULG, the support of the lead expert and through the experimentation of small projects. These are the main topics to be addressed in this IAP:

Becoming a 30-Minute Territory means enhancing the several mobility solutions that connect the territory, implementing sustainable and flexible models for efficient and low-impact transport, ensuring equitable access for older and isolated populations, and providing mobility infrastructures with diverse mobility options that connect essential services, workplaces, and leisure within a 30-minute radius across all 14 municipalities, especially in underdeveloped areas.

Creation of a Green Community by promoting more sustainable mobility solutions and the application of measures aimed at discouraging the use of cars for everyday transportation, combined with the implementation of green solutions and the regeneration of green areas associated with mobility infrastructures.

Promoting accessible and welcoming cities involves creating well planned soft mobility zones, limiting car-dedicated spaces, restructuring key areas, raising awareness on mobility safety, and developing services around mobility hubs to ensure sustainable, inclusive, and user-friendly urban spaces for all.

Improving collaborative good governance entails integrating urban policy planning with the active involvement of diverse stakeholders—including politicians, experts, citizens, and underrepresented groups across urban and rural areas—while URBACT fosters shared learning, bottom-up initiatives, and co-designed strategies, allowing projects like ECONNECTING to address regional challenges through inclusive, sustainable governance.

1.2 Challenges and current situation

The Integrated Action Plan (IAP) for Viseu Dão Lafões is designed to address three interlinked regional challenges: (1) managing demographic shifts, (2) adapting to the impacts of climate change and (3) improving the implementation and planning of mobility infrastructures and services. These issues are pressing and mutually reinforcing, requiring coordinated, sustainable solutions. Through a strategic and inclusive approach, the IAP seeks to foster greater territorial resilience, support low-carbon transitions, and align mobility development with the region's evolving priorities and long-term growth ambitions.

DEMOGRAPHIC SHIFTS	CLIMATE CHANGES	INSUFFICIENT MOBILITY INFRASTRUCTURE AND SERVICES
Refer to changes in a region's population structure — including ageing, migration (both external and rural-to-urban), and declining birth rates — which reshape the demand for infrastructure, public services, and economic planning. These shifts challenge regional cohesion and sustainability, requiring tailored mobility solutions and inclusive service design.	Describe long-term alterations in climate patterns, primarily driven by human activities such as fossil fuel use, deforestation, transport, and industrial processes. These result in rising temperatures, shifting weather conditions, and more frequent extreme events, all which impact ecosystems, public health, and territorial resilience, especially in regions with weak low-carbon mobility systems.	Refers to the lack or inadequacy of transportation networks, including limited public transit, scarce multimodal hubs, and underdeveloped pedestrian and cycling facilities. This challenge is compounded by fragmented urban planning, where development often occurs without integration with transport systems. As a result, communities become car-dependent, public transport becomes inefficient, and infrastructure costs rise. Addressing this requires a shift toward compact development, coordinated land-use and transport planning, and investment in inclusive, sustainable mobility infrastructure.

These challenges were agreed with the ULG members and represent critical areas that need to be addressed in a holistic manner. The Econnecting IAP intends to be one important tool to address those challenges and support the development of different activities focused on mobility solutions that can drive to a reliable Regional sustainable development and enhance residents` quality of life.

DEMOGRAPHIC SHIFTS

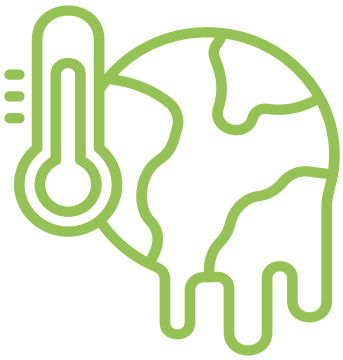
VDL is a vast territory with a relatively low comparable population, with densities that differ considerably between the various municipalities, with a tendency to worsen over the coming years:

- > 3 200 km2 and > 250 000 inhabitants (the largest and highest among the 8 partners)
- Almost 70% of the population of CIM VDL is concentrated in only five municipalities (Viseu, Castro Daire, Mangualde, São Pedro do Sul and Tondela)

Population loss and change in age structure, with a greater weight on the older population:

- Population growth rate (2011-2021): - 5.55% and 4/14 municipalities had a population decrease rate >10% and only Viseu achieved a growth rate.
- Ageing Index (2021): 246 vs 166 (2011)

CIM VDL aims to address these issues by leveraging collaborative and innovative approaches that align with broader regional and national trends, such as rural depopulation and urban migration patterns that place additional strain on healthcare and social services. By integrating Econnecting's inclusive mobility framework, CIM VDL can address its demographic challenges through improved urban-rural connectivity, which not only reduces the need for young people to migrate but also enhances the attractiveness of rural areas for all age groups. The project intends to offer tools and strategies to create accessible, senior-friendly infrastructure, which is crucial in a region where nearly 25% of the population is over 65. By facilitating access to healthcare, leisure, and essential services, Econnecting IAP aims to support active aging and improve mobility for elderly residents, reducing the socio-economic strain associated with an aging population.



CLIMATE CHANGES

As we have seen, climate change is a complex problem that is on everyone's political agenda at European, national, and local levels. The IAP can therefore act in various ways to combat this process, particularly regarding the issue of Mobility and Transport. Following the study carried out, we can highlight the following data on mobility:

- Modal Split: 74% (Individual transport); 15% (Walking) and 11% (Public Transport).

- In 2011, 74% of trips were made by car, but 88% of these were within the same municipality, with most intermunicipal trips to Viseu, the regional centre, and the municipalities of Mangualde and Tondela. Due to the ageing population, 15% of the population does not leave the house every day.

- Most journeys are short, averaging 17 minutes, and most are for education or work. There is no adequate public transport network, less than 1% of trips are made by bicycle and around 15% by foot.

Taking this scenario into account, the Viseu Dão Lafões Sustainable Urban Mobility Action Plan was revised in 2019. This is anchored in a low-carbon strategy that includes the promotion of sustainable multimodal urban mobility while promoting an increase in the share of public transport and soft modes in urban journeys associated with everyday mobility.

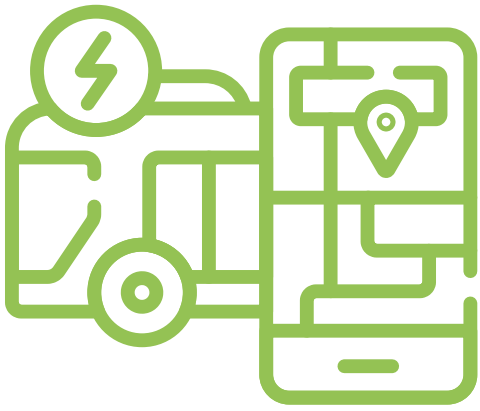
INSUFFICIENT MOBILITY INFRASTRUCTURE AND SERVICES

Mobility infrastructure and services play a fundamental role in tackling both climate change and demographic shifts. However, the current mobility system in CIM Viseu Dão Lafões has not kept pace with the region's evolving needs. Spanning more than 3,200 km and comprising 14 municipalities — with populations ranging from 6,000 to 100,000 — the territory presents a diverse array of mobility challenges, particularly in ensuring territorial cohesion and equitable access to services.
Crucially, these challenges are not just about insufficient infrastructure; they are also the result of uncoordinated urban development, where land use has often evolved independently of transport planning, creating dispersed urban development. In several growing municipalities, new housing and service areas have emerged without integration into the public transport network, leading to increased car dependency, rising infrastructure costs, higher greenhouse gas emissions and greater social exclusion for those without access to private vehicles.

The following data is relevant:

- High dependency on cars (74%) and an insufficient public transport network.
- Many communities lack dedicated bus stations.
- Existing transportation services fall short of meeting community needs.
- Limited multimodal transport interfaces.
- Key areas, such as industrial zones crucial to CIM VDL's economy, are underserved.
- Remote rural areas lack connectivity and require improvements to increase their appeal.
- Despite recent progress, the region still lacks adequate cycling infrastructure and a strong cycling culture.

Tackling these insufficiencies is essential for the region's sustainable development in terms of mobility. In response, adopting Transit-Oriented Development (TOD) is crucial to create denser, compact urban areas that are well-served by public transport. that can reduce car dependency, lower energy consumption, and promote a low-carbon mobility system that aligns with regional climate goals. This approach also ensures equitable access to essential services, especially for vulnerable groups such as the elderly or those without access to private vehicles.



1.3 Existing Strategies & Policies

The IAP "30-Minutes SMART Territory of Viseu Dão Lafões" is aligned with the main local, regional and national strategies. The design of the activities proposed in this IAP was made taken into consideration the objectives of the Strategies and Plans that will shortly be presented now.
It is also important to stress the contribution that this IAP will have to the objectives of the European Green Deal that aims to cut 90% in emissions by 2050, through the delivered of a smart, competitive, safe, accessible and affordable transport system, which is one of the core objectives of our project.
To this end, recently, in November '24, the CIM VDL and the region's municipalities signed the Charter of Commitment to Sustainability, which places sustainability at the centre of the regional strategy. The document was signed and proposes a sustainability-orientated approach, in line with the 17 United Nations Sustainable Development Goals and the 2030 Agenda.

LOCAL AND REGIONAL STRATEGIES AND PLANS

Viseu Dão Lafões Strategy 2030

CIM VDL has a regional strategy - „Viseu Dão Lafões Strategy 2030" – that aims to support the implementation of structural funds in the region by regional and local authorities. The strategy includes six thematic areas or vertical axes, with one of them being the „Polycentric Urban Systems," that includes investment priorities related to promoting and developing sustainable mobility, such as cycling networks to connect mobility multimodal hubs. Another vertical priority, „Urban/Rural," prioritizes the promotion of a longevity economy where access to mobility is essential. Additionally, there are investment priorities for the development of social support initiatives and mobility to ensure access to education for vulnerable populations in isolated territories under the „Education and Competencies" axis.

Viseu Dão Lafões Intermunicipal Mobility and Transport Plan

With the regulation of Law 52/2015, CIM VDL has taken on the role of Transport Authority. The Viseu Dão Lafões Intermunicipal Mobility and Transport Plan (PIMT) is a strategic planning and management tool for the transport system that will serve as a basis for action, raising awareness among stakeholders, promoting collaboration between different modes of transport, and increasing the efficiency of alternative modes of transport. The PIMT will play a crucial role in the progressive decarbonization of mobility in the region, in line with the region's commitment to sustainability. The Municipality of Viseu is committed to the development of a sustainable, efficient, and multimodal transport system that will provide access to mobility for all its citizens while promoting social inclusion and enhancing the quality of life in the region.

Action Plan for Sustainable Urban Mobility

Moreover, CIM VDL has demonstrated its commitment to sustainability and long-term urban/rural development with its ambitious Sustainable Urban Mobility Plan (2017-2030), which includes the construction of 62 new kilometres of bike lanes in urban areas of the 14 municipalities and the implementation of a bike sharing public system with 27 stations and more than one hundred bicycles.
Overall, CIM VDL's initiatives demonstrate the significant role of Cohesion Policy in promoting sustainable urban development, with a focus on mobility, climate change adaptation, and the development of inter-municipal touristic products that prioritize nature-based activities.

NATIONAL AND EUROPEAN STRATEGIES AND PLANS

PORTUGAL 2030

The Portugal 2030 Strategy defines the country's vision for this decade, acting as a guideline for the implementation of policies dedicated to economic and social investment, as well as for the mobilization of important funding mechanisms, in addition to the need to make Portugal economically and territorially more cohesive and resilient, capable of converging with European progress. This Strategy is structured around four central thematic agendas for the development of Portugal's economy, society and territory by 2030:

- People first: a better demographic balance, greater inclusion, less inequality
- Digitalization, innovation and skills as drivers of development
- Climate transition and resource sustainability
- A country that is competitive externally and cohesive internally

The Vision presented for Portugal materialized through the operationalization of the „Portugal 2030" Programme, which establishes the Partnership Agreement between Portugal and the European Commission and is aligned with the National Recovery and Resilience Strategy. More specifically, we highlight:
- Sustainable 2030 thematic program, which covers the following topics: Sustainability and climate transition; Sustainable urban mobility and Rail transport networks.
- Centro 2030 program that, among others, support sustainable multimodal urban mobility as part of the transition to a net-zero carbon economy.

Green Mobility Package (Short-term: until 2025)

The Green Mobility Package is a comprehensive set of measures introduced by the government in

October 2024 to boost sustainability and efficiency in passenger and freight mobility across Portugal until 2025. With an investment of €115 million for passenger initiatives and €55 million for freight, the package is designed to support decarbonization, promote public transport, and enhance competitiveness and digitalization in the sector. Key initiatives include incentives for adopting zero-emission transport options, creating discounted social and rail passes, supporting sustainable urban mobility plans, and implementing sustainable urban logistics solutions to reduce the environmental impact of transport operation.

The CIM VDL has highlighted the opportunities provided by the Portugal 2030 Strategy, which aims to promote economic and social development in Portugal using European funds. The OP Centro 2030 (Structural Funds) is an important source of funding for projects related to smart territories, sustainable multimodal urban mobility, and climate transition.

• Specific Objective 1.2 of OP Centro 2030 aims to improve efficiency in the management of infrastructure and collective equipment, involve the local population in public governance, and accelerate innovation in local administration.

• Specific Objective 2.8 focuses on promoting sustainable multimodal urban mobility as part of the transition to a net-zero carbon economy.

In this context, potential actions that could be implemented with funding from these sources could include the development of smart mobility solutions, such as the use of ICT and digital services to improve the efficiency of public transportation and reduce carbon emissions. The actions presented in this IAP include the promotion of sustainable modes of transportation, such as walking and cycling, through the establishment of infrastructure and awareness-raising campaigns. Additionally, the development of intermodal transportation hubs can facilitate the integration of different modes of transportation and improve the accessibility of public transportation. It is important to note that these actions are aligned with the principles of the Portugal 2030 Strategy, which prioritizes the well-being of people and the transition to a sustainable and inclusive growth model. As such, actions that promote social inclusion, reduce inequality, and contribute to the fight against climate change are likely to be prioritized for funding.

INSTITUTIONAL CONTEXT

CIM VDL was created with the aim of promoting the balanced and sustainable development of its territory of intervention, based on regional strategic planning and support for local authorities. It was set up in 2008 under the Legal Framework for Municipal Associations (Law 45/2008 of August 27) and established as a legal person under public law by the publication of its statutes in the "Diário da República" (Republic Diary), 2nd series - No. 6 - January 11, 2016. [Statutes: https://dre.pt/application/conteudo/73083248]

The CIM VDL is responsible for coordinating actions between the 14 municipalities and central government services in the following areas:
a) Public supply networks, basic sanitation infrastructures, wastewater treatment and urban waste; b) Health equipment network; c) Education and vocational training network; d) Spatial planning, nature conservation and natural resources; e) Security and civil protection; **f) Mobility and transport; g) Public equipment networks;** h) Promotion of economic, social and cultural development; i) Cultural, sports and leisure equipment network, among others.

In short, the CIM VDL is considered a Regional Public Authority, and also, since 2015, the transport authority that is responsible to provide public transport for the 14 municipalities.

2

URBACT Local Group

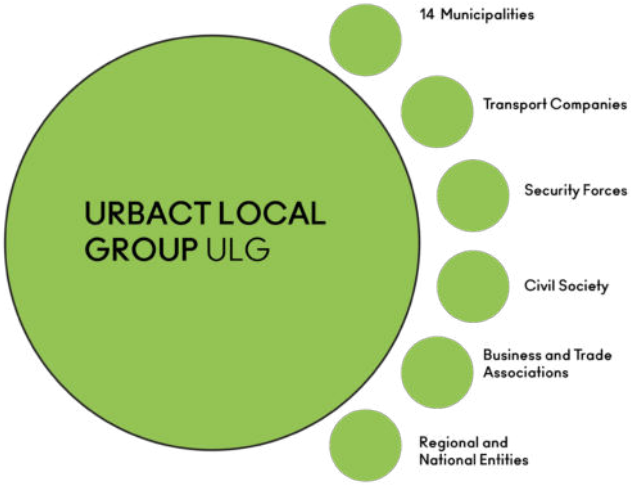
URBAN CYCLEWAYS, VISEU

The Urbact Methodology implies the creation of an URBACT Local Group (ULG) that aims at bringing together local and regional stakeholders with responsibilities, competences and knowledge in the topic of the project: Mobility. In this chapter we will present you our ULG, a central piece of this process, as it functioned as a Think Tank to analyse the Viseu Dão Lafões challenges and develop in a co-creation methodology the IAP.

2.1 Stakeholder mapping

The involvement of stakeholders is crucial for the success of any sustainable mobility project. The ULG is a vital component of the URBACT program, and it plays an important role in bringing together local and regional stakeholders to design and implement actions to address urban mobility challenges.

In this regard, the CIM VDL has identified a large range of stakeholders that were involved in the ULG during the project development.



MUNICIPALITIES	TRANSPORT COMPANIES	SECURITY FORCES
Aguiar da Beira ; Carregal do Sal Castro Daire; Mangualde; Nelas; Oliveira de Frades; Penalva do Castelo; São Pedro do Sul; Santa Comba Dão; Satão; Tondela Vila Nova de Paiva; Viseu; Vouzela	Taxi Association Cyclotourism Association	National Republican Guard (GNR) Public Security Police (PSP) Viseu Municipal Police Viseu National Emergency and Civil Protection Authority (ANEPC)
CIVIL SOCIETY	**BUSINESS AND TRADE ASSOCIATIONS**	**REGIONAL AND NATIONAL ENTITIES**
Quercus (National Association for Nature Conservation) Viseu NOVO SRU (Urban Rehabilitation Society)	Traders` Association Viseu Region Business Association	Regional Coordination and Development Commission – Central Region (CCDR-Centro) INOVA+

In total, more than 25 organisations were selected and invited. Having a diverse range of entities in our ULG provides a powerful advantage in urban planning and sustainable development. The mix of municipalities, transport companies, security forces, civil society, business and trade associations, and regional and national entities creates a multi-dimensional approach that enriches the quality of the work developed. Overall, the involvement of these stakeholders in the ULG is expected to result in a more effective and sustainable mobility policy that responds to the needs of the local community while also contributing to regional sustainable economic development and better life quality.

2.2 Organization of ULG

Given the diversity of stakeholders involved, the ULG was structured to be flexible and responsive to the evolving thematic priorities of the IAP. While all relevant organizations were invited to every meeting, the focus of each session was tailored to specific needs. For example, ULG Meeting #3 was primarily oriented toward municipal representatives, as it focused on initiating the design of Mobility Hub typologies. Nevertheless, the active involvement of other stakeholders throughout the process added valuable insights and contributed to more robust, inclusive outcomes.

A key strength of the ULG lies in the active participation of municipal mobility and urban planning technicians. Their technical expertise and deep local knowledge have been instrumental in shaping the content and strategic direction of the IAP. Through their contributions, the plan reflects not only the overarching goals of CIM VDL but also the practical realities and priorities of the region's 14 municipalities.

The ULG meetings typically convened around 15 participants, ensuring a manageable yet representative working group. To coordinate this diverse collective effectively, CIM Viseu Dão Lafões appointed André Cester Costa, from INOVA+, as the Local ULG Coordinator, responsible for ensuring continuity, facilitating dialogue, and bridging local knowledge with strategic planning.

EXPERTISE AND ADDED VALUE

André Cester Costa is Director of Valorisation Directorate of INOVA+, a leading firm in innovation studies in Europe. He provides technical and strategic support to municipalities, associations of municipalities and other public administration entities in the execution of policies for the development and economic attractiveness, transformation and innovation of territories.

Before, as Head Office for Economic Development in the City of Aveiro [Portugal], he was project coordinator of four URBACT projects focused on Jobs and Skills and Knowledge Economy.

He was also the project manager of Aveiro Steam City [co-financed by Urban Innovation Actions] and of the Aveiro Tech City Initiative, that granted the Portuguese city of Aveiro the title of 3rd Rising Innovative City in Europe in 2022, awarded by the European Innovation Council.

The Local Coordinator and CIM VDL together form the Coordination Team, a decision-making body responsible for organizing ULG meetings and representing CIM VDL in transnational meetings. This structure allows the Coordination Team to compile information gathered from the Local Group and focus it on CIM VDL's primary needs and challenges. Besides the ULG Coordinator, all meetings included the support from a Senior Expert from CIM Viseu Dão Lafões – Ricardo Riquito – that guaranteed the engagement of ULG members and the alignment of the IAP strategy with other relevant intermunicipal strategies and projects from VDL.

2.3 Stakeholder Engagement Strategy and Outreach

The UGL meetings have shown a high level of engagement, with over 12 participants consistently attending each session from different entities. This active participation underscores the commitment of all parties and indicates the relevance of the project to diverse groups. Furthermore, continuous feedback has been received regarding tasks that individual municipalities are required to carry out, which will be integrated into the action plan. The local governance model is built on a foundation of cooperation among municipalities, regional, national and other entities. These groups will be continuously consulted throughout the implementation phase of the IAP, ensuring a collaborative approach that maximizes the project's impact across the area.

2.4 Planning Process

The meetings within the ULG framework were organized through two formats:
• Digital Workshops: Conducted online to facilitate remote participation and flexible engagement.
• On-Site Workshops: Held in person to foster direct interaction and hands-on collaboration.
These two formats allowed for a comprehensive and adaptable approach to stakeholder involvement.

Meeting #1 | February 2024 [Digital]
After being invited to join the ULG of the Econnecting project, the kick-off meeting served to reinforce and clarify questions about the URBACT programme and the Econnecting project. In addition, the main objectives, the different phases of the project [Activation, Learning and Sharing, Implementation and Completion] and the estimated Work Plan were presented.

Meeting # 2 | March 2024 [On-Site]
The session was attended by various technicians from several municipalities, particularly in mobility and urban planning, as well as other organisations that are part of the ULG. In total, 15 people attended the meeting.

• Activities to characterise the territory by crossing what we have with what we want.
• Defining the territory`s added value, problems and challenges.
• Identifying the main objectives that can be achieved with the Integrated Action Plan.

Meeting # 3 | September 2024 [On-Site]
This meeting served, among other things, to develop two main activities:

• Activity #1: Characterisation of the 14 municipality according to certain criteria - density, housing agglomerations, commuter movements, among other indicators.
• Activity #2: Analyse the Case Studies presented and identify and describe the type of hub that best suits the different municipalities.

At the end of this meeting, the Municipalities were given the task to develop a proposal for a Mobility Hub for their territory. In October most of those municipalities already concluded that work and presented their proposals.

Coordination Team Meeting | November to January [Digital]
During these months, the ULG Coordination Team [Ricardo Riquito, André Cester Costa and Amadeu Vieira] conducted 1-on-1 meetings to conclude the development of the Mobility Hubs and preparation of the Integrated Action Plan and Small-Scale Actions.

Meeting # 4 | February 2025 [On-Site]
The main objective of this UGL meeting was to present the 2025 work schedule and provide municipalities with the opportunity to showcase the Mobility Hubs they have developed, focusing on their design, goals, and implementation strategies. Additionally, the UGL Coordination Team facilitated an exercise to evaluate each action of the Integrated Action Plan (IAP) and identify potential promoters for each initiative.

Meeting # 5 | September 2025 [On-Site]
The main objective of this UGL meeting was to review the progress of the Econnecting project, with a focus on key achievements such as SSA, the new digital platforms, and the current status of the IAP. Another significant focus was the discussion around the project's long-term vision and the next steps for ensuring its sustainability. This included exploring strategies for the financial sustainability of the IAP, identifying potential funding sources, and discussing partnerships. Additionally, the Governance Model was reviewed, with an emphasis on strengthening monitoring mechanisms and establishing the „Core Group" for overseeing the implementation of the IAP.

2.5 Good Practices - European and Local Context

European Good Practices
Within the ULG work, a benchmarking analysis was conducted to identify European best practices focused on mobility and the "30-Minute Territories" concept. This analysis not only contributed to the development of the Integrated Action Plan but also served as an essential tool to foster the engagement and alignment of the ULG members.

REISVIAHUB

Reisviahub is a network of over 50 mobility hubs located in the Groningen and Drenthe regions of the Netherlands. These hubs serve as convenient transfer points where travellers can switch between various modes of transportation, including buses, trains, cars, bicycles, and walking. Designed to enhance the travel experience, each hub offers amenities such as travel information, Wi-Fi, bike parking, and, in some cases, additional services like package lockers, water stations, toilets, and fitness equipment. The primary goal of Reisviahub is to facilitate seamless and efficient travel within the northern regions of the Netherlands by integrating different transportation options in a user-friendly manner.

In this case, the different types of hubs were analysed considering their context (rural or urban), namely Hubs in large urban centres, hubs in areas peripheral to their centres and rural areas.

HOPPIN

Hoppin is an initiative by the Flemish government in Belgium aimed at promoting sustainable and efficient mobility. It encourages the use of various transportation modes such as walking, cycling, public transport, and shared mobility options, either individually or in combination. The primary objective is to reduce reliance on private cars, thereby enhancing the accessibility and livability of cities and municipalities. A central component of Hoppin is the development of Hoppin Points—designated locations where multiple transportation modes converge. At these points, travellers can seamlessly switch between options like trains, buses (including flexible on-demand services), trams, and shared vehicles such as bikes and cars. Many Hoppin Points also offer additional amenities, including bike parking, charging stations for electric vehicles, and sometimes services like package lockers and bike repair stations.
In this case, the simplicity and usefulness of Hoppin Points was analysed and shared with the ULG. This success case could well be replicated, with the necessary adaptations for the region, particularly in terms of the 'Ir e Vir' project.

Local Good Practices

Additionally, the benchmarking highlights exemplary local practices from the Viseu Dão Lafões region, showcasing the area's commitment to sustainable mobility solutions and its innovative approaches to creating more connected communities. These insights will serve as a foundation for developing tailored, impactful strategies for the region.

Mobility Hub of São Pedro do Sul

Successful case of this approach in the territory is the São Pedro Intermodal Transport HUB, which had an investment of more than 850.000 €, supported by European funds (C2020), and is the main stop for public transport in the municipality. In addition to buses, the Intermodal Transport Centre also guarantees the use of alternative means of travel, namely with electric bicycles and scooters, which are available in the city. In addition, this Mobility Hub includes:

- Connection with Urban Regeneration Areas, therefore promoting soft mobility
- a waiting area for passengers
- a suitable waiting/resting area for bus drivers
- a nearby (50meters) tourist office to welcome arriving tourists
- a nearby (200meters) park and river beach
- access to the centre of the municipality (spa centre) by various means of transport.

„BORA": BIKE-SHARING SYSTEM

The „Bora!" project is a public bike-sharing system implemented by the CIM VDL that aims to promote healthier lifestyle habits and sustainable mobility across the region. Main Features of the „Bora!" System:

- Availability: The system operates across the 14 municipalities.

Infrastructure: It provides 153 bikes distributed over 39 stations, totalling 245 parking docks.

- Operating Hours: Bikes are available daily from 8:00 AM to 8:00 PM.
- Usage Duration: Each session has a maximum duration of one hour, after which the bike must be returned to a station. Users are allowed up to two hours of use per day.
- Area of Use: The bikes are meant to be used within the urban perimeter of the municipality where they are picked up.

The 'Bora!' project is part of the Viseu Dão Lafões CIM's Sustainable Urban Mobility Action Plan (PAMUS) and, alongside the bicycle system, has supported the creation of new cycle and pedestrian paths within the urban perimeters of the region's municipalities

- a suitable waiting/resting area for bus drivers
- a nearby (50meters) tourist office to welcome arriving tourists
- a nearby (200meters) park and river beach
- access to the centre of the municipality (spa centre) by various means of transport.

DATA 4 MOBILITY: INTELLIGENT MOBILITY PLATFORM

In November 2023, CIM VDL introduced its Intelligent Mobility Platform, developed in collaboration with NOVA Cidade – Urban Analytics Lab of NOVA IMS, at the Smart City Expo World Congress in Barcelona. This platform improves regional mobility management by integrating data from sources like the „Ir e Vir" on-demand transport service, public transport operators, Waze traffic updates, shared bicycle usage, and geographical data from mobile networks.

BUS TERMINAL, VISEU

3

The IAP Sites and Analysis

BORA STATION,
ANA DE CASTRO OSÓRIO PARK, MANGUALDE

3.1 Municipality Profiles and Classification

CIM Viseu Dão Lafões has a very large and diverse territory, covering more than 3,200 square kilometres. It also has more than 250,000 inhabitants spread over 14 municipalities.
In terms of the Action Plan's area of application, a truly integrated approach was chosen, capable of integrating the entire territory, i.e. each of the 14 municipalities.

We are aware of the challenges that such an approach entails and, as such, a careful segmentation of the municipalities was carried out, considering:

(i) Area and inhabitants.
(ii) Economic dynamics and Employed population.
(iii) Commuter movements.

Taking those criteria into account, the 14 municipalities were segmented into groups according to their characteristics to promote more effective actions, capable of bringing better results and more innovative and useful solutions for the territories. In addition, this characterisation was duly validated with the ULG given the specificity required of some actions within the scope of the Integrated Action Plan.
The following table presents the conclusions of the analysis carried out, using the criteria of urban context and, in some cases, rural context (Urban; In transition to Urban; Rural). In addition, we provide detailed information on the area and population of each municipality, along with insights into population trends and evolution over the past few years.

MUNICIPALITIES	AREA (KM2)	INHABITANTS * (N)	CRITERIA
Aguiar da Beira	207	5 326 (G)	Rural
Carregal do Sal	117	9261 (G)	Rural
Castro Daire	379	13790 (G)	Rural
Mangualde	219	18 766 (G)	Urban
Nelas	126	13 508 (G)	Urban
Oliveira de Frades	145	9 804 (G)	In transition to Urban
Penalva do Castelo	134	7 414 (G)	Rural
São Pedro do Sul	112	11 022 (G)	In transition to Urban
Santa Comba Dão	349	15 296 (G)	Rural
Satão	202	11 265 (G)	Rural
Tondela	371	25 957 (G)	In transition to Urban
Vila Nova de Paiva	176	4 836 (G)	Rural
Viseu	507	103 502 (G)	Urban
Vouzela	194	9 807 (G)	Rural

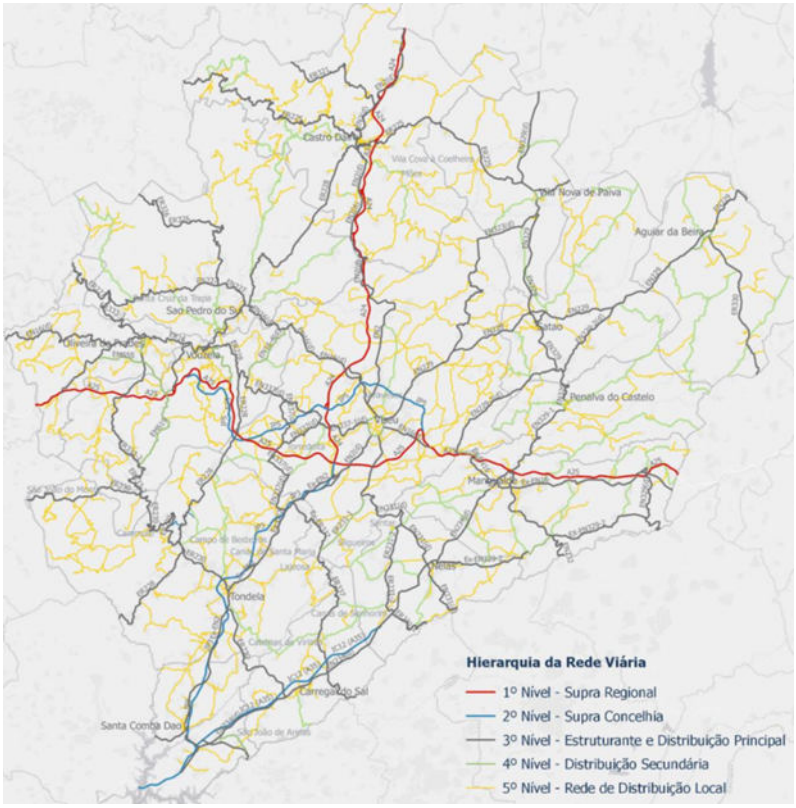
*** 2024 data: G – Growing since 2021; D – Decreasing since 2021**

After the initial diagnosis carried out jointly by CIM VDL and its municipalities through ULG meetings, different solutions were found to be applied in each of the territories, or at least models more suited to the different realities. Adapting projects to the intrinsic characteristics and dynamics of each municipality is especially relevant for some IAP actions, namely the implementation of Intermodal Transport Platforms. The IAP's vision reveals the ambition of having a transport platform in each municipality, that together will create a network of Mobility Hubs of VDL. However, each of the transport platform (Mobility Hubs) will have to be personalised, considering the following aspects: the services available; total capacity; the surrounding infrastructure (bike-sharing system, size of car parks, cycle paths, tourist attractions, etc.); electric vehicle charging systems and other relevant elements for decision-making.

3.2 Mobility Infrastructures & Services

Relevant Infrastructure

As we have seen, the fact that our approach is aimed at the entire territory makes it difficult to map out and describe in detail the various relevant structures (road, pedestrian, commercial, health, among others). However, in this section, we will present a general approach to the CIM's VDL, as well as an individual sheet for each Mobility Hub (to be presented in annex). This individual sheet will include, among other things, a plan of the site and the main infrastructures and services that determine its choice, in a work that was developed by the Municipal experts



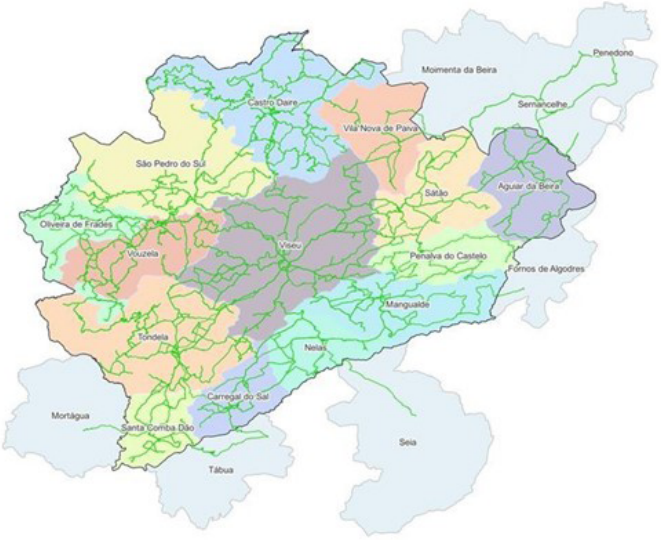
In terms of mobility, the A25, A24 and IP3 roads, as well as the National Road 2 (EN2), provide access to the sub-region.
Within the Sub-Region itself, we can highlight the N16 which connects Vouzela, São Pedro do Sul, Viseu and Mangualde, as well as the EN229 which starts in Viseu, passes through Sátão, Aguiar da Beira. The EN231 is another important communication route for the sub-region, linking Viseu to other towns further south, such as Nelas.

The territory is also served by the main Beira Alta international railway line, which runs from Pampilhosa (near Coimbra) to Vilar Formoso (on the border with Spain). In addition, part of the National Investment Program 2030 (PNI 2030) is the construction of a new Aveiro/Mangualde section that will bring new dynamics to the region.

Relevant Mobility Services

MOBI VISEU DÃO LAFÕES | BUS PUBLIC TRANSPORT NETWORK

The Mobi Viseu Dão Lafões public transport network, recently launched with a €43M investment for 8 years of service, represents a major advancement in the region's mobility services, awarded following a public international tender in 2023, with Transdev being the winning operator. The network consists of 140 buses, operating on 167 lines with 4,400 stops, addressing both municipal and intermunicipal transport needs. This extensive coverage significantly improves mobility in the region, ensuring that residents can travel seamlessly between municipalities. The buses are equipped with an integrated GPS system, which connects with digital platforms to provide real-time schedules, offering commuters up-to-date information on their routes. This new system ensures greater territorial cohesion and provides equitable access to essential services across the 14 municipalities of the Viseu Dão Lafões region. The transport system operates with a flat-rate monthly pass of €20, or a simple fare of €1.50, which makes it easier for residents to travel within the region affordably. Additionally, the Mobi Viseu Dão Lafões network is integrated with a mobile app that provides users with real-time updates on bus arrivals, route planning, and instant notifications for service changes, further enhancing convenience and accessibility.



„IR E VIR" | ON-DEMAND TRANSPORT SERVICE

„Ir e Vir" is a flexible, on-demand public transportation service launched by CIM Viseu Dão Lafões. This initiative was designed to enhance public transport accessibility, especially in areas with lower population density or limited regular services. The service allows residents to travel by taxi at the cost of a standard bus ticket, providing a convenient and economical option for those in remote locations.

Here's how it works:

- **Booking Process:** Passengers need to make a reservation in advance, which must be done by 12 p.m. the day before the trip. Bookings are made via a toll-free number, where a call-center operator arranges the trip and informs the passenger of the fare.

- **On the Day of the Trip:** On the scheduled day and time, the passenger goes to the designated stop and waits for the taxi.

• **Payment:** Passengers pay the fare before the trip begins, ensuring transparency and convenience.
Launched in October 2021 as a pilot project, "Ir e Vir" has been operating successfully for over three and half years. It has proven to be a critical transport solution for areas where traditional public transport services were lacking, significantly improving mobility in low-density regions. Since its inception, the service has played a key role in addressing transportation gaps across the region.

Launched in October 2021 as a pilot project, "Ir e Vir" has been operating successfully for over three and half years. It has proven to be a critical transport solution for areas where traditional public transport services were lacking, significantly improving mobility in low-density regions. Since its inception, the service has played a key role in addressing transportation gaps across the region.

• Coverage: The service currently operates across 14 municipalities, ensuring isolated communities have access to essential services like healthcare, education, and work opportunities.

• Fleet: The service collaborates with 90 taxi companies, with a fleet of over 120 vehicles, ensuring timely and efficient service across the region.

• Impact: By May 2025, around 37 000 people will have been transported by the service, with an estimated 6% of the region's total population using the service each year.

• Demographics: The average age of the users is 65 years, emphasizing the service's significant impact on the elderly population, who often face mobility barriers due to age or lack of private transport.

•Cost: The price for passengers is the same as the regular bus fare for the same kilometre distance. However, the amount paid to the taxi driver is equivalent to what they would typically charge for a regular taxi ride. At the end of each month, the difference between what the taxi driver has received and what they should have been paid for the service is compensated by CIM Viseu Dão Lafões (co-funded by the Fundo Ambiental,)

The "Ir e Vir" service has earned multiple European recognitions for its innovative approach to regional mobility, including recognition from INTERREG Europe in 2024 and, more recently, being named a Good Practice by URBACT Program. This recognition was publicly presented at the URBACT City Festival in April 2025 in Poland.

3.3 Emerging Topics

SWOT Analysis

STRENGTHS	WEAKNESSES
1. Intermunicipal Governance facilitates collaboration in implementing mobility solutions. 2. Success in On-Demand Taxi Service - The trip has a cost equal to that of a bus ticket, and the remain is subsidized by public funds. The service has obtained very positive results, with more than 1 thousand trips made per month. 3. Regional Mobility Management Platform (Smart Mobility), which aims to monitor and support mobility management at different temporal and spatial scales. 4. CIM VDL is the transport authority. 5. Investments in the "Bora" bike-sharing system in VDL.	1. High car dependency and limited public transport network, with no bus stations in some municipalities and progressive disappearance of the supply of public road transport in low-density territories. 2. Financial constraints. 3. Lack of truly multi-modal transport interfaces and articulation with local transport modes. 4. High length of roads without any marginal walkway, especially outside the main urban centres and in their vicinity and no hierarchy definition in the pedestrian network. 5. Existence of obstacles to movement, whether permanent, such as trees, garbage containers, others, or temporary, such as improperly parked vehicles. 6. The scarce use of the bicycle as a mode of urban transport is largely explained by the lack of infrastructure to support it.

OPPORTUNITIES	THREATS
1. New Aging population services using digital opportunities. 2. Cycling infrastructure investment and bike sharing system. 3. Regional mobility management platform. 4. Car-sharing system due to industrial centres with many workers who can use shared transport.	1. Population decline. 2. Financial sustainability. 3. Heterogeneity of the CIM VDL municipalities. 4. Competing transport modes. 5. Infrastructure gaps.

Emerging Topics

Based on the Swot Analysis presented above and the conclusions of the ULG meetings, it was possible to identify a set of emerging topics:

CONNECTED TERRITORIES

The extensive geographic area of Viseu Dão Lafões presents inherent challenges to achieving comprehensive connectivity across the entire region. The varied topography, diverse urban and rural landscapes, and the distribution of population centers contribute to the complexity of establishing a cohesive transportation network that adequately serves all residents and visitors.

This geographic dispersion, however, also creates a unique opportunity to implement innovative mobility solutions that can be tailored to the specific needs of different areas within the territory. By adopting new mobility tools—such as demand-responsive transport (DRT), electric shared mobility solutions, and integrated public transport systems—Viseu Dão Lafões can foster improved intra-municipality connectivity, linking communities within each municipality. Simultaneously, these tools can enhance inter-municipality connections, facilitating seamless travel across municipal boundaries and thereby strengthening regional cohesion.

DIGITAL TERRITORY

Digitalization can help reduce mobility demand and carbon emissions by allowing for smarter transportation systems that provide routing optimization to decrease congestion and further encourage eco-friendly travel methods, like public transit, cycling, and walking. With data analytics, communities can adopt dynamic traffic management solutions that shift in real-time for better travel efficiency while sustaining greener standards.

These data-driven approach result in fuel consumption and GHG emissions reduction, which eventually trickle down to environmental goals and seamless, reliant transportation experiences. Furthermore, the digital platforms enable shared mobility services and electric drive options to be adopted more easily, providing people with accessible alternatives to private car use while adding to a green connected ecosystem. Digital tools powering ridesharing, carpooling, and micro-mobility solutions decrease car ownership and, consequently, lower emissions and congestion. Through digital innovation, regions can build a cleaner and more sustainable transportation network that meets climate objectives while fostering healthier, more sustainable communities.

LOW TRAFFIC URBAN CENTERS

Low Traffic Urban Centres (LTCUs) are urban centres where vehicle access is restricted or minimal to reduce congestion in traffic flow, improve air quality, and generally provide more pedestrian-friendly environments. This approach prioritizes sustainable modes of transportation like walking, cycling, and public transit, often complemented by green spaces and improved public amenities. LTUCs reduce car numbers massively, lowering emissions and hugely improving the quality of urban life by making centres safer, quieter, and accessible to all residents and visitors. Application theoretically, LTUCs apply measures such as the designation of pedestrian areas, restrictions of access during certain hours, and demands on vehicles with low emission. Cities also apply incentives for electric vehicles and shared mobility in these areas. It works very well in historic or very highly populated centres where space is limited, and ranges of pollution are of concern. By offering more attractive, easy-to-walk-through spaces, there is an incentive toward low-traffic urban centres, providing local businesses with a sense of community and a reason to become more popular in cities that try to balance urban growth by improving environmental sustainability and public well-being.

SAFETY FOR ALL

„Safety for All" refers to developing soft modes of transportation, such as walking and cycling, since their use is still largely constrained by safety concerns. That also means urban areas, especially around schools and high-traffic zones, should be so designed that safe, accessible, and user-friendly infrastructure is in place to encourage such sustainable modes. Car-free zones, reduced curb heights, lower speed

limits, improved signage, and focused campaigns can make these spaces much more attractive and safer for both pedestrians and cyclists. Safe zones outside schools and parks, and along urban hot spots, will promote students and families to walk and cycle more, with long-term changes in their behaviour. By directly engaging with the school communities, municipalities can encourage such „soft modes" early on and educate children and their families about the advantages of active transportation while also listening to their concerns about traffic safety. This is arduous work but can initiate the long-term adjustment in the community mindset toward a shift in safety and sustainability with daily commutes while building a grassroots base for a more pedestrian- and bike-friendly culture.

GREEN CITIES

The „Green Cities" represent a forward-looking approach to city development, threading natural spaces and transportation to develop environmental consciousness that will weave healthier, more liveable communities. The establishment of green areas in an integrated way would bring about various benefits, from aiding biodiversity and air quality improvement to setting spots for citizens' accessible areas of recreation and rest. These green spaces come in handy as natural urban oases, helping to improve both mental and physical well-being, while playing their role in resilient infrastructures of climate that usually help in managing runoff, minimizing the heat in cities, and fostering ecosystems within the local environment.

Besides the development of green spaces, yet another vital approach to emissions reduction and the development of clean urban mobility is the encouragement of electric vehicle use across the many forms of transportation. In addition to electric cars, the cities can provide e-bikes, e-scooters, and electric buses as alternatives that all operate to reduce pollution and congestion in heavily populated cities. These come with infrastructural needs that include charging stations for the cars, special docking station needs for both e-bikes and e-scooters and depots for the electric buses themselves. Combined, these support a holistic approach to sustainability in which green space and varied electric transport reinforce each other in pursuit of a resilient, eco-friendly urban environment that puts people and the planet first.

DATA DRIVEN CITIES

Data-driven cities use vast amounts of data to improve mobility and urban planning, thus building efficient, responsive, and sustainable cities. Correspondingly, with this data-driven approach, a huge responsibility for protection concerns data privacy and security. Sensitive data, which is gathered from transport systems, mobile devices, and sensors, may be misused or accessed by unauthorized users, causing problems such as breaches in privacy or even public safety. These critical issues must be addressed through robust cybersecurity and transparency in data governance so that residents feel secure all the while benefiting from smarter, more connected cities.

Despite such challenges, the potential of applying data-driven approaches to mobility is transformative. The data on the trend of traffic, usage of transport, and commuter behaviour informs the optimal urban planning whereby cities can design their spaces and transportation networks to better sync with actual requirements. Data insights allow for improved transportation services that are more relevant and personalized, individualized options for travel—for example, on-demand transit or route optimization adapted to specific commuter needs. In Viseu Dão Lafões, a mobility platform is under development, thanks to the data already collected, these are just a few steps towards the so-called „Digital Territory," where urban mobility will be facilitated, ecological, and sensitive to the new demands of the people. The digital transition needs to be spread with investments both in infrastructure and digital literacy to make it safe and available for all the benefits brought about by data-driven mobility.

ACCESS TO PRIMARY SERVICES

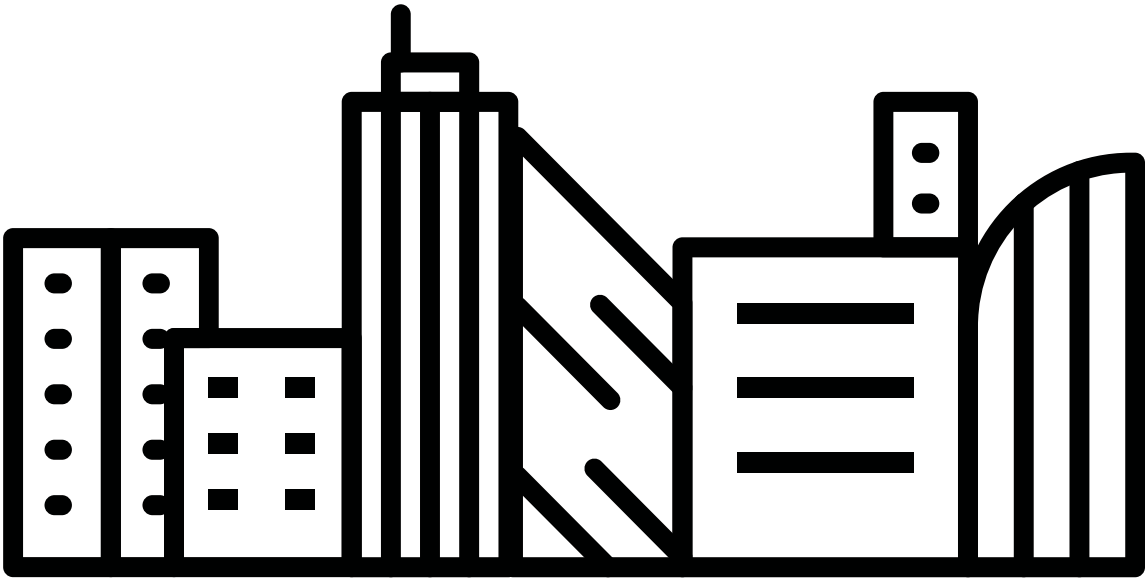
The accessibility of services within rural settings is very poor, allowing limited choices for residents in essential services such as healthcare, banking, and social support. In this regard, it is important to create

aggregation points for such services close to the centre where the chances of frequenting are high. The establishment of easy access hubs, therefore, enables decentralization from a centralized regime, in CIM Viseu Dão Lafões, down to municipalities, and further down to parishes. This model not only provides easy access to services but at the same time empowers the local network, thus availing necessary resources to residents.

With Econnecting's integrated approach, there is an evident opportunity to develop such service points as Intermodal Hubs or around them, enabling seamless access to transportation and basic services at one stop. In this way, these hubs would contribute to the mobility of people within regions and across regions, promoting both mobility and access to services. Simultaneously, digitalization with different services is a highly needed complement to these physical hubs. Thus, online access to healthcare consultations, banking, and administrative services enables residents to obtain resources remotely that might be critical to them, thus reducing the need for mobility and guaranteeing that the most remote communities can also benefit from primary services.

CONCLUSION

Given these topics - Connected Territories; Digital territory; Low Traffic Urban Centres; Safety for All; Green Cities; Data Driven Cities; Access to primary services - the Integrated Action Plan presented below will endeavour to respond to them to take advantage of strengths and opportunities and mitigate weaknesses and threats.



4

Strategy, Vision and Goals

INTERMODAL TRANSPORT CENTER,
SÃO PEDRO DO SUL

4.1 Project Vision

As already mentioned, CIM Viseu Dão Lafões is currently the transport authority with its own powers to ensure public transport for the 14 municipalities. These conditions allow the Intermunicipal Community to introduce and experiment innovative projects in different contexts, such as rural and urban areas and the connection between the two.

Over the last few years, CIM VDL implemented different innovative projects that were presented before, such as "IR e VIR", "Bora" or the "Mobility Platform". Those innovative projects are relevant as they represent the ongoing effort from CIM VDL to test, develop and create better mobility services to the regional population, and they, somehow, also lay the foundations for the vision of our Integrated Action Plan:

Transforming Viseu Dão Lafões into a „30-Minute Smart Territory", where the 14 municipalities are interconnected through integrated, sustainable mobility solutions accessible to all, and where political agents can make informed and conscious decision based on data collected and analyzed by a smart mobility platform.

This holistic and ambitious vision for the territory will require action on three axes:

I - MOBILITY HUBS AND SURROUNDING AREAS
II - MOBILITY, MANAGEMENT AND DIGITALIZATION SERVICES
III - EDUCATING TO MOVE MORE

To implement the proposed vision across the three defined action axes, it is essential to set strategic objectives that account for the territory's unique characteristics and which will guide the strategy defined for the Integrated Action Plan.

4.2 Axes and Project Goals

I - MOBILITY HUBS AND SURROUNDING AREAS

In the pursuit of a more sustainable, accessible, and integrated urban mobility system, the development of Mobility Hubs and their surrounding areas plays a pivotal role. These hubs serve as central points where diverse transportation options—such as buses, bicycles, pedestrian pathways, and car-sharing services—converge, making it easier and more efficient for people to switch between different modes of transport. Strategically designed, these hubs become vibrant, user-friendly spaces that prioritize accessibility, sustainability, and convenience for the entire population.

As such CIM VDL will need to unify a range of mobility infrastructures, integrating sustainable options such as ridesharing, bike-sharing, and micro-mobility services. These diverse, interconnected modes of transport will be crucial in bringing the "30-minute territory" vision to life, ensuring that residents can easily access essential services, work, and leisure within a short distance.

In this sense, two Strategic Objectives were defined:
A. Ensuring access to infrastructures with integrated mobility solutions for the entire population
B. Promote the implementation of alternative and sustainable mobility solutions

II- MOBILITY, MANAGEMENT AND DIGITALIZATION SERVICES

Due to the complexity of existing and planned connections across 14 municipalities and over 3,200 square kilometres, data integration is essential for the transport authority to create a seamless and efficient mobility network. With robust data, mobility systems become smarter and more adaptable: travel patterns can be monitored, high-demand areas identified, congestion predicted, and public transit routes optimized in real-time. This data-driven approach enhances decision-making and resource allocation, creating safer, more accessible, and citizen-centered mobility solutions, especially critical in regions facing connectivity challenges, like rural areas or those with aging populations.

In this way, it will be possible to improve existing transport solutions (e.g. 'Ir e Vir') as well as create new ones to meet the needs identified both through the data collected and the diagnosis carried out in this project.

The following strategic objectives were therefore defined:
C. Create new transport services and optimize existing ones in the territory
D. Assist the decisions of the Transport Authority | CIM Viseu Dão Lafões through the implementation of data collection and analysis systems

III- EDUCATING TO MOVE MORE

Education on sustainable mobility behaviours is crucial in fostering a more environmentally conscious, efficient, and health-promoting transportation culture. Education initiatives encourage individuals and communities to adopt different and better mobility daily habits that reduce carbon emissions, car dependency, improve air quality, and enhance urban living by raising awareness about the benefits of sustainable travel choices like walking, cycling, using public transport, and carpooling.
With engaging campaigns, educational programs, and easy access to these options, communities can experience firsthand the advantages of a more flexible, eco-friendly mobility approach, fostering long-term positive change.

At the same time, making our streets safer, especially for walkers and cyclists, unlocks new possibilities for active, healthy lifestyles. Enhanced infrastructure like dedicated bike lanes, well-designed pedestrian zones, and slower traffic areas make choosing these modes easier, safer, and more appealing. By prioritizing safety and comfort, we're building a community that values connection, well-being, and shared spaces, creating an urban environment where sustainable mobility truly thrives.

In a nutshell, these are the last two Strategic Objectives which also play a crucial role in the achievement of the proposed Vision:
E. Raise awareness and empower the community to embrace diverse mobility solutions
F. Strengthen safety conditions for all means of mobility, with a special focus on soft modes

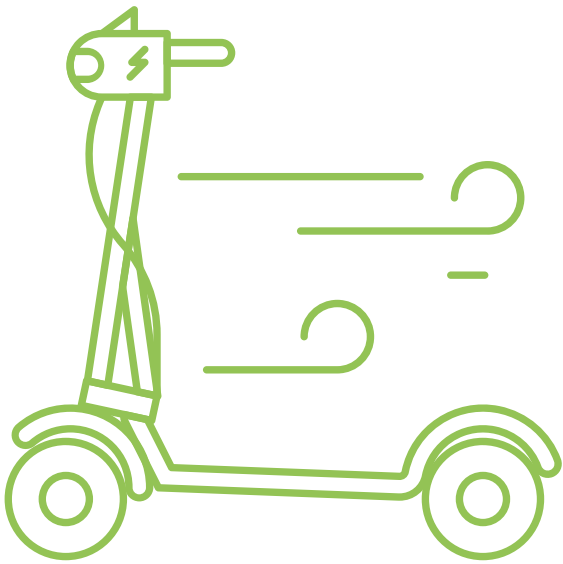
AXES OF ACTION	I - MOBILITY HUBS AND SURROUNDING AREAS	II- MOBILITY, MANAGEMENT AND DIGITALIZATION SERVICES	III - EDUCATING TO MOVE MORE
STRATEGIC OBJECTIVES	A. Ensuring access to infrastructures with integrated mobility solutions for the entire population	C. Create new transport services and optimize existing ones in the territory	E. Raise awareness and empower the community to embrace diverse mobility solutions
	B. Promote the implementation of alternative and sustainable mobility solutions	D. Assist the decisions of the Transport Authority	CIM VDL through the implementation of data collection and analysis systems	F. Strengthen safety conditions for all means of mobility, with a special focus on soft modes

Considering the Strategic Objectives presented, aligned with the general topics addressed - Becoming a 30-Minute Territory; Creation of a Green Community; Promoting accessible and welcoming cities; Improving collaborative good governance – were defined the following general principles/ goals for our Integrated Action Plan:

• **MOBILITY FOR ALL** - ensure access to mobility solutions for all or at least strengthen accessibility to mobility solutions that ensure equal access to essential services and transport to important areas of the different municipalities.

• **DATA-BASED DECISIONS** - shaping the future of mobility by enabling informed decision-making and driving innovation in the Viseu Dão Lafões transportation system and services.

• **ACCESSIBLE, SECURE AND GREEN PUBLIC SPACE** - transforming mobility infrastructures into more accessible, safer and greener spaces, as well as the surrounding areas, so that these areas become more and more extensive, thus reshaping the territory as a whole.



• **ROAD TO ZERO TRAFFIC** - Reduce congestion in the urban areas
by promoting micro mobility solution for the city center and create exclusive areas for pedestrians, cyclists, and public transport.

• **SUSTAINABLE COMMUNITY** - A community capable of making conscious and sustainable mobility decisions and able to carry these teachings and vision into other areas of personal and therefore, collective life.

4.3 Integration Challenges

Given the geographical complexity of the territory, a strategic plan must be crafted to reflect the specific conditions of each municipality. A "one-size-fits-all" approach will not be enough; instead, it is essential to understand the local context of each of the 14 municipalities as well as the unique challenges to determine the most effective actions to be implemented. This approach ensures that mobility solutions are responsive to the unique needs and challenges of each area, creating a cohesive yet adaptable network across the region.

The primary challenges to address in achieving a cohesive and accessible mobility network in CIM Viseu Dão Lafões are as follows:

I. Enhancing the Attractiveness of Rural Areas: Improving the conditions for population retention and settlement in rural and remote areas is essential. Expanding mobility services will enable easier access to work, education, and essential services, making these communities more attractive and sustainable for current and future residents.

II. Ensuring Equitable Access for the Elderly and Isolated: Providing equitable access to essential services for older and more isolated residents is crucial. By fostering a supportive and integrated urban-rural relationship, we ensure that all citizens, regardless of location, have access to the resources they need.

III. Promoting Urban-Rural Connectivity and Territorial Cohesion: Innovative, interlinked mobility solutions are required to strengthen ties between urban and rural areas, facilitating smooth movement across municipalities and promoting territorial cohesion to build a more unified and balanced territory.

IV. Raising Awareness for Shared Road Use: Educating motorists on sharing roads with cyclists and pedestrians is vital for creating a harmonious and safe travel environment. Establishing visual distinctions, layered sidewalk hierarchies, and speed limits are key measures that enhance urban well-being and overall safety.

V. Encouraging Collaboration Among Municipalities and Stakeholders: Strengthening cooperation

between municipalities, local stakeholders, and the ULG is essential for sharing experiences, gathering feedback, and fostering ongoing improvements in mobility initiatives across the region.

VI. Addressing Funding Limitations: Funding constraints can impede these objectives, making it essential to not only manage existing resources effectively but also pursue additional funding sources—regional, national, and European. This proactive approach ensures that all planned actions and projects are implemented successfully, driving sustained impact.

By tackling these challenges, CIM VDL can develop a mobility network that supports regional cohesion, promotes accessibility, and strengthens the community across all municipalities.

URBACT APPROACH

The Econnecting network is committed to creating inclusive and sustainable mobility solutions that address the diverse needs of all community members. A core aspect of this vision is ensuring **gender equality and social inclusion.** Recognizing that women`s travel patterns, responsibilities, and safety needs often differ from those of men, the project aims to implement gender-sensitive urban design. For instance, public transportation stops and waiting areas will be designed with considerations for safety and accessibility, ensuring well-lit and secure spaces. Additionally, the project will ensure that elderly residents and those with reduced mobility are fully supported, with tailored features such as adaptable access to transport vehicles and digital platforms. These features will incorporate clear, accessible interfaces, help those who may have limited digital skills, and ensure that mobility services are inclusive and user-friendly.

In line with the principle of **digital transformation,** our project is dedicated to bridging the digital divide, particularly for elderly and digitally underserved groups. To facilitate this, digital literacy programs will be made available through workshops and community support centres, enabling residents to access and benefit from new digital mobility solutions. By implementing user-friendly digital platforms, such as mobile applications that offer real-time transit information, route planning, and feedback channels, Econnecting will ensure that all community members can easily navigate and engage with mobility services. Furthermore, these digital tools will not only improve user experience but also support real-time data collection and analysis, allowing mobility services to adapt dynamically to community needs and address digital literacy issues proactively.

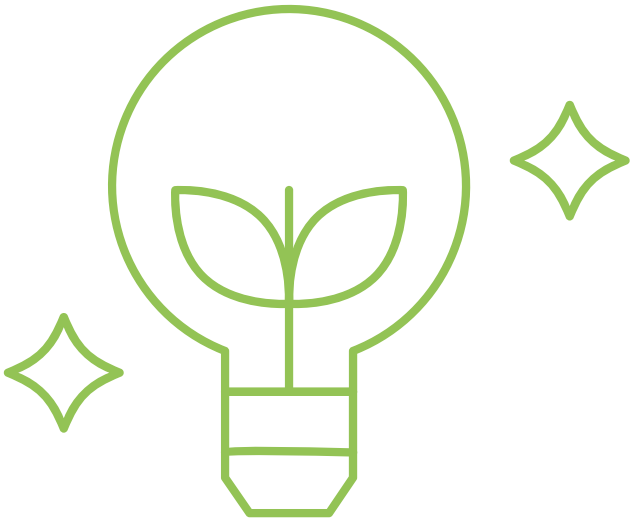
A significant part of our approach is its commitment to **green and sustainable urban** development. The project will actively promote low-carbon transport options, focusing on public and active transportation within the 30-minute territories framework to reduce reliance on private vehicles and cut down on emissions. This approach emphasizes the importance of an integrated and environmentally friendly transport network, ensuring that green mobility solutions benefit both urban and rural areas. To support this vision, the project will invest in eco-friendly infrastructure, such as electric vehicle (EV) charging stations and renewable-powered transport options. Expanding green spaces and creating transit corridors that prioritize cycling and walking will further align the region's development with sustainability goals.

Good governance and community engagement are foundational to the overall project's success. To achieve this, participatory governance will be central, ensuring that decision-making processes are transparent and inclusive. Community feedback will be consistently sought and integrated, particularly from marginalized groups to shape mobility solutions that truly reflect the needs and priorities of all residents. Additionally, capacity-building workshops will be offered for local governance entities, NGOs, and community leaders to strengthen participatory practices, equipping them to engage effectively in governance processes that support Econnecting`s goals.

The economic sustainability of mobility projects is another essential focus. Developing inclusive business models is vital to ensure affordability and accessibility, with subsidies for low-income groups or shared mobility programs that present affordable alternatives to car ownership. Funding strategies will be carefully aligned with sustainable principles, prioritizing long-term environmental and economic benefits. This approach not only provides immediate improvements but also ensures that

investments generate sustained positive impacts for future generations.

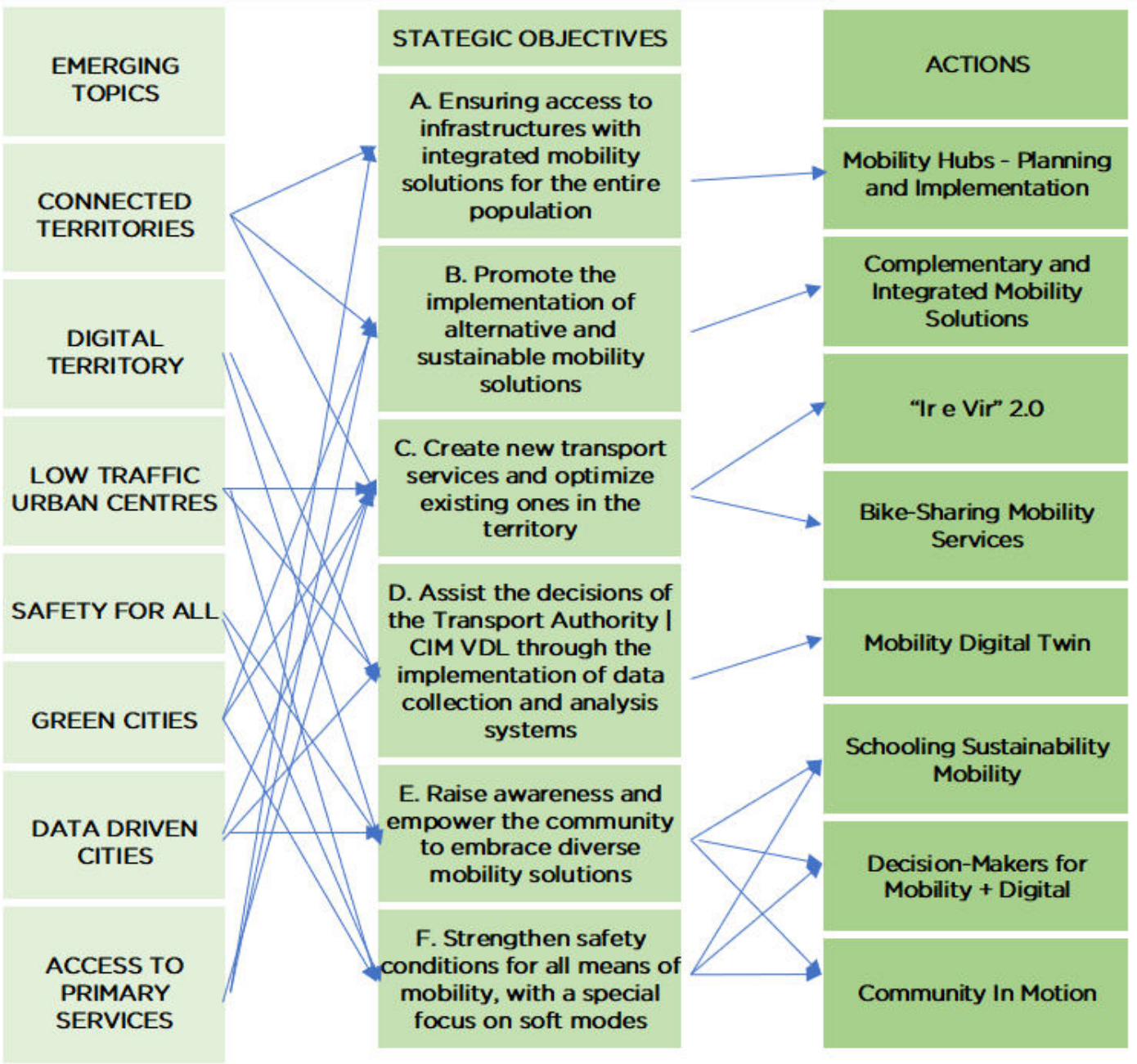
To maintain alignment with these cross-cutting principles, the project will incorporate mechanisms for continuous monitoring and adaptation, allowing for regular assessment and refinement based on community feedback and changing needs. Additionally, we aim to collaborate with external experts, including academic institutions, NGOs, innovative businesses, among others to bring new insights and solutions that enhance the project's inclusivity, sustainability, and effectiveness through our flexible Governance Model.



In committing to these approaches, CIM Viseu Dão Lafões and the Econnecting network aim to deliver a comprehensive and integrated action plan. This plan will foster green, digitally empowered, and inclusive mobility systems that enhance quality of life and create resilient, connected communities where mobility is efficient, sustainable, and accessible to all.

4.4 Logical Framework

Emerging topics and goals presented in the previous chapters are in a simple way a lead to define specific actions corresponding with identified problems. We will now present the Logical Framework that gave rise to the Integrated Action Plan. Given the scope of the emerging topics selected, we will only consider the main links to the strategic objectives and, consequently, to the actions, although they are all directly or indirectly interconnected.



5

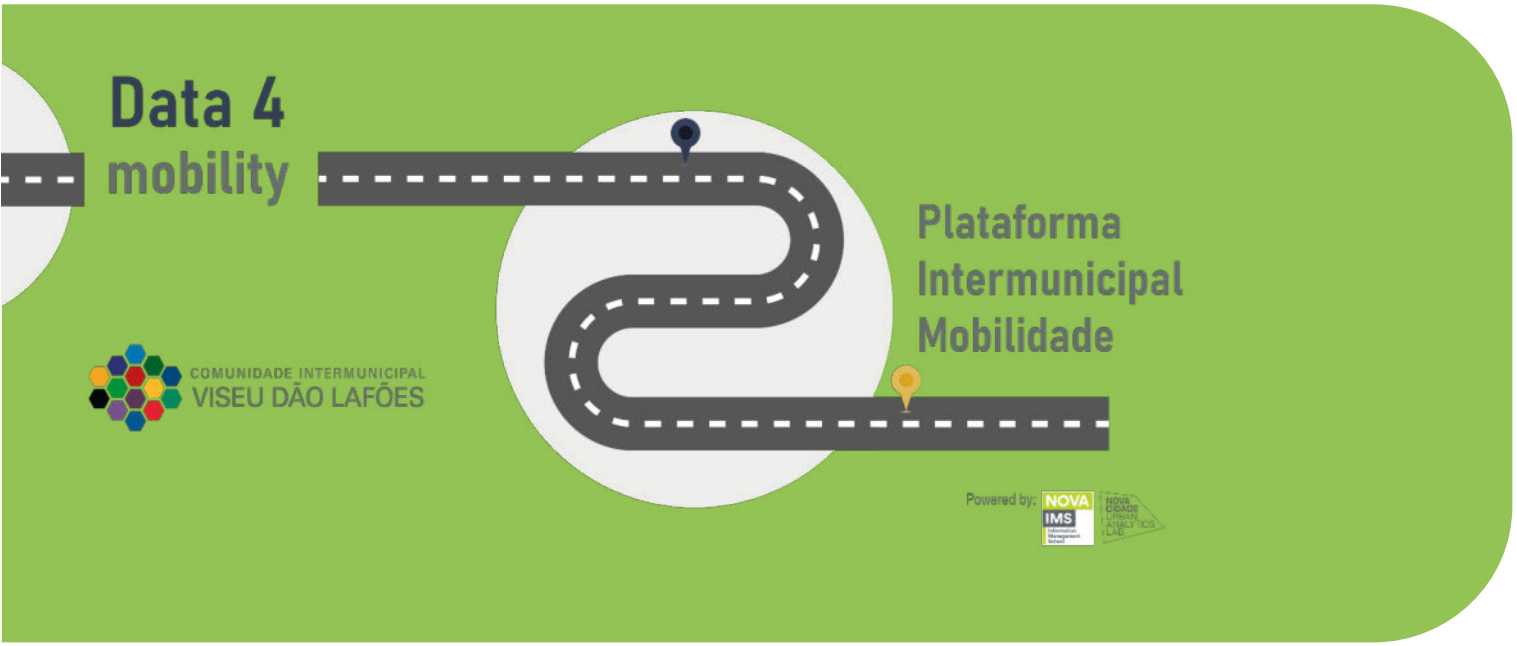
Small-Scale Actions

VOUGA GREENWAY, VOUZELA

In the URBACT methodology, Small Scale Actions (SSAs) are specific, targeted interventions that are designed to test ideas, explore solutions, and engage stakeholders at a manageable scale. SSAs are an essential component of our strategy as they will allow us to experiment, learn, and refine our strategies in real-world contexts before committing to more significant or long-term investments.

SSA 1) First Steps of the Mobility Digital Twin

In order to achieve the project´s vision "Transforming Viseu Dão Lafões into a '30-Minute Smart Territory'", where the 14 municipalities are interconnected through integrated, sustainable mobility solutions accessible to all, and where political agents can make informed and conscious decisions based on data collected and analysed by a smart mobility platform it is necessary to continue the process of collecting and processing data.



As presented in Local Good Practices, CIM VDL already has a smart mobility data platform.
Currently, the platform consolidates three sources of data: traffic data from community sources, flexible on-demand transport service 'IR e VIR' and public transport.

For the SSA, additional mobility datasets from bike-sharing systems, road management and visitor mobility patterns will be integrated, through the following activities:

(i) Data pre-processing
• Set of activities involving the preparation, organisation and structuring of data.

(ii) Data hosting in the CIM VDL infrastructure
• Loading the data resulting from activity (i) into the CIM VDL infrastructure

(iii) Analytics construction
• Analysis of the movement of people (origin/destination) at parish level, by hour and by type of visitor (regular, resident, tourist, visitor and other).
• Analysing the length of stay in each parish of the different types of people in absolute values, percentages and classes.
• Analysing visitor movements by type considering metrics such as: The most common flows between parishes, exits and entries per hour.

(iv) Update the Data4Mobility portal
• Building new dashboards in the Data4Mobility portal for the newly integrated datasets.

Estimated budget: **15 000€**

Implementation schedule:

Data pre-processing	Data hosting in the CIM VDL infrastructure	Analytics construction	Availability on the Data4Mobility portal
July	August	September	October

Output: Data4Mobility dashboards ready to use

This will be the first step towards one of our long-term objectives: to develop a Mobility Digital Twin in two phases:

Phase 1. Integrating additional data from several sources [Small-Scale Action]

Phase 2. Establishing a Digital Twin for more effective mobility management, requiring investment in the platform, data flow, and training for regional agents [IAP]

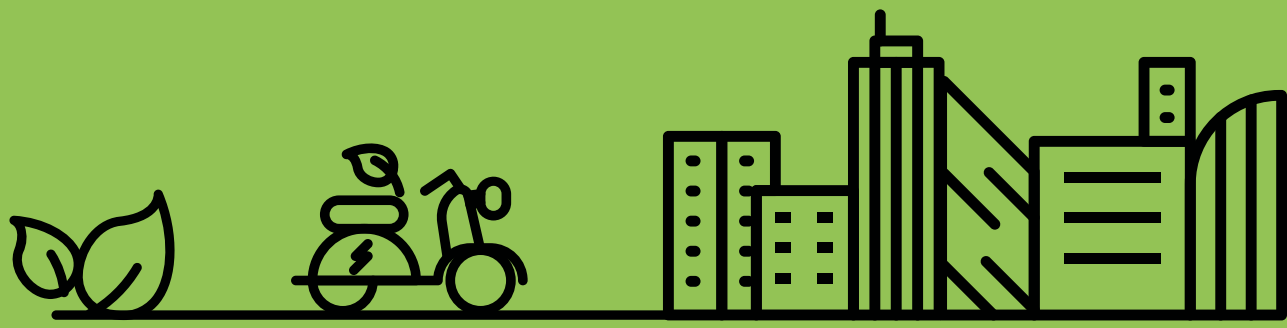
SSA 2) Postcard to the Mayor

This activity provided a platform for students to formulate ideas and visions aimed at improving the conditions for using soft modes of transport, particularly cycling, in the urban areas of the CIM VDL municipalities.

Description of Activity: The SSA was developed through a group dynamic, where 7th, 8th, and 9th-grade students (from the 3rd cycle) highlighted the environmental and social benefits of cycling, promoting healthy and sustainable lifestyle habits. The activity included: (i) Presentation of the advantages of the bicycle as a means of daily transport; (ii) Explanations of how the Public Shared Bicycle System (BORA!) works and road safety rules; (iii) Interactive game to assess the knowledge acquired; (iv)'Postcard to the President' dynamic, where students shared ideas for improving soft modes of transport.

Results and Impact: The "Postcard to the Mayor" initiative was a great success, encouraging more than 250 students from 12 schools across the CIM Viseu Dão Lafões region to engage in sustainable mobility practices.

Allocated Budget: 2 000€



BORA STATION, VISEU


bora!
32. Rossio
Como funciona?
1. Escolha
2. Utilize
3. Devolva
How it works
1. Choose
2. Use
3. Return
PROIBIDO AFIXAR PUBLICIDADE

6

Integrated Actions

SATÃO

6.1 Mobility Hubs

STRATEGIC OBJECTIVE(S)

A. Ensuring access to infrastructures with integrated mobility solutions for the entire population

This action addresses the need for coordinated mobility infrastructure across the Viseu Dão Lafões territory, identified through an initial diagnostic involving the municipalities. It begins with the development of an in-depth and integrated mobility study that will validate the previous work already developed (optimal locations, typologies, and connectivity strategies for a network of Mobility Hubs).

egarding the Mobility Hubs, which aim to reduce car dependency, enhance access to services, and promote inclusive and sustainable mobility in both urban and rural settings, they need to adapt to the different realities of each municipality. As such, these hubs will be structured across three predefined typologies—Small, Medium, and Large—corresponding to the specific needs and scale of each municipality:

• Small Hubs will serve rural or peripheral contexts with basic intermodal functions and a complementary feature such as a rest area, local park, or tourism booth. (200k€)

• Medium Hubs will operate as inter-municipal nodes, offering services like bike-sharing and electric charging, possibly integrated with health or cultural facilities. (600k€)

• Large Hubs, positioned in urban or strategic locations, will combine multiple transport modes with broader amenities, energy-efficient design, and recreational or civic infrastructure. (1kk€)

Small Hub (IA generated image)

Medium Hub (IA generated image)

Large Hub (IA generated image)

By addressing the unique challenges of rural mobility, such as long distances and dispersed populations, Mobility Hubs can foster social inclusion for vulnerable groups, such as the elderly and those without private vehicles, and stimulate local economic development by improving accessibility and attracting investment. If implemented thoughtfully, these mobility hubs will serve as critical infrastructure to support sustainable and equitable mobility solutions tailored to the Viseu Dão Lafões communities.

These models and the methodology developed for their creation will then be presented in a Green Guidebook, where guidelines will be presented on how to create Hub Mobilities to support the creation of 30 Minutes Territories. These guidelines will be focused, not only in the Hub Mobility IE, but also in the overall intervention in the surrounding area: (i) Location and Urban Integration; (ii) Hub Facilities; (iii) Green areas, leisure zones and other facilities (ie, "shaded areas"); (iv) Energy Efficiency and Circular Economy Measures (solar panels, green roofs, among others) and (v) Urban Planning Strategies.

To summarise, the main result of this action will be the execution and implementation of the Mobility Hubs across the municipalities of Viseu Dão Lafões.

ACTIVITIES	• Development of a mobility study to optimise the use of resources, the location of the Mobility Hubs and the different related mobility solutions. • Consolidation of the municipalities` proposals for the Mobility Hubs. • Definition of a definitive timetable for the implementation of hubs with segmentation by priority level, considering the long-term vision of this initiative and the funding opportunities available. • **Execution and implementation of the Mobility Hubs in the Municipalities.**		
OUTPUT(S)	• 1 Mobility Study • 1 Green Guidebook • 3 Mobility Hub Models • 1 Mobility Hub implementation timetable • 14 Mobility Hub		
EXECUTOR	Municipalities	PARTNERS	CIM VDL

6.2 Complementary and Integrated Mobility Solutions

STRATEGIC OBJECTIVE(S)

B. Promote the implementation of alternative and sustainable mobility solution

Building on Action "Mobility Hubs", this initiative aims to foster an integrated approach in developing the Mobility Hubs. To this extend, we aim at identifying the complementary investments to me made around the Mobility Hubs. This may include adding new cycle paths, parking areas, green corridors, tourist information centres, and enhancing nearby public spaces.

This approach will strengthen accessibility and connectivity, support environmental sustainability, alleviate traffic congestion, and enrich the user experience by offering multiple mobility options for daily travel. It will also provide better access to essential services that are sometimes inaccessible.

This analysis will complement the mobility study provided in action 1.1.

ACTIVITIES	• Analysing the area surrounding the Mobility Hubs from an environmental, social and economic perspective.		
OUTPUT(S)	• 14 Individual report for each Mobility Hub with concrete proposals for complementary infrastructure that could be implemented. • 14 interventions in the territory (at least 1 for each municipality)		
EXECUTOR	Municipalities	PARTNERS	ULG and CIM VDL

6.3 'IR e VIR' 2.0

STRATEGIC OBJECTIVE(S)

C. Create new transport services and optimize existing ones in the territory

To continue the excellent work carried out to date, the aim of this action is to implement improvements to the 'IR e VIR' system. With the experience gained from implementing the project, and the positive assessment made not only by the CIM VDL but particularly by its users, the aim is to promote the implementation of a set of measures that will:

1) increase the number of collection points
2) improve the quality and comfort of collection points (mini-hubs)
3) increase the available fleet
4) promote greater flexibility in scheduling and service times
5) implement a vehicle monitoring system
6) automate the journey scheduling process with IA tools.

During the implementation of the Econnecting, the CIM VDL as developed the "Green Hubs for Flexible Transport Network" project hich is designed to boost sustainable mobility across 14 municipalities by transforming key public transport stops into Green Hubs. These hubs will feature green infrastructure, such as Portable Trees and benches, strategically placed in high-traffic locations to enhance comfort, accessibility, and environmental quality. Recognized for its innovative approach, the project was awarded approximately €90,000 as one of the winners of the 2025 Climate-KIC Sustainable Cities Mobility Challenge, which distinguished it among 146 applications from 30 countries

The funding will enable the implementation of these green mobility solutions during 2025, 2026 and 2027.

ACTIVITIES	• Continue to analyse the data obtained so far, particularly for the year 2024 • Continue the process of collecting feedback from users and drivers. • Develop tools to support the scheduling and monitoring of journeys		
OUTPUT(S)	• Improve, at least, 14 'Come and Go' points [1 for municipality] • Automated journey booking platform with virtual assistant (AI tool) • Real-time vehicle localisation platform (for use by CIM VDL)		
EXECUTOR	CIM VDL	PARTNERS	Educational institutions, transport companies)

6.4 Bike-Sharing Mobility Services

STRATEGIC OBJECTIVE(S)

C. Create new transport services and optimize existing ones in the territory

This action has already begun with the presentation of the "BORA!" ("Let's Go!"), the bike-sharing system implemented in Viseu Dão Lafões.

Launched in July 2024, and with an overall investment of 5M€, BORA! offers a network of 153 bicycles available at 39 stations and 245 docks, aiming to promote alternatives to car travel, particularly in urban zones.

Each municipality hosts several docking stations to facilitate convenient bike access, encouraging both residents and visitors to choose cycling over driving for short-distance commutes. It also included the creation of 26 kilometres of new cycle and pedestrian paths on the urban perimeter of the municipalities in Viseu Dão Lafões.

Current utilisation model:
- User card required, or app installed
- Free use for everyone
- Maximum journey time of 1 hour (with mandatory 15-minute break)
- Total daily use up to 2 hours

In addition, it is also possible to monitor the stations and the use of the bike-sharing system via the CIM VDL website (number of users, journeys, kilometres, tonnes of CO2 saved, etc.)

The aim will be to promote the use of soft modes, as well as the Dão and Vouga Ecotrails and, consequently, the use of the bike-sharing system between different municipalities.

ACTIVITIES	• Implementation of the 'Bora!' project [done] • Follow-up and monitoring of the 'Bora!' project • Collecting feedback from users • Analysing the results and conclusions of the first year of implementation • New Investments		
OUTPUT(S)	• 153 bicycles [done] • 39 stations and 245 docks [done] • 26 kilometres of new cycle and pedestrian paths [done] • 1 year Project evaluation report and next steps		
EXECUTOR	CIM VDL	PARTNERS	ULG

6.5 Mobility Digital Twin

STRATEGIC OBJECTIVE(S)

D. Assist the decisions of the Transport Authority | CIM Viseu Dão Lafões through the implementation of data collection and analysis systems

The CIM VDL already has an analytical platform of support data that aims to monitor mobility management in this vast territory, allowing us to know, for example, the most crowded places, the accessibility of transport services or the commuter movements of the population, whether at inter-municipal level or in each of the 14 municipalities that make up the CIM. The platform uses data from various sources, such as the region's public transport operators, the flexible on-demand transport service "IR e VIR" or community mobility apps, which provides real-time traffic status.
The aim is to start phase 2 presented at the SSA 'First Steps of the Mobility Digital Twin'.
In 2025, CIM VDL will initiate the development of an Urban Management Platform, with an expected implementation timeline of one year, set to be completed within the first semester of 2026. Additional investments will continue to support the ongoing development and expansion of this component within the Intelligent Mobility Platform. The development and implementation of this action will proceed through the following phases and activities:

ACTIVITIES	1. Planning and Goals Setting (In this initial phase, ULG meetings will be organised for this purpose). 2. Definition of the implementation scope for Data Acquisition from different sources and Integration. 3. Mapping and modelling the physical context (mobility, economic, social and other relevant infrastructures as well as planned building licenses, main economic activity hubs with high mobility demands) and Simulation (mobility scenario simulations, predictive AI models). 4. Interface Development and Visualization (Dashboards and 3D models). 5. Validation, Testing and Feedback from the stakeholders and community. 6. Deployment and Operational Integration. 7. Monitoring and Continuous Improvement.		
OUTPUT(S)	• Digital Twin Model • Simulation and Predictive tools • Annual Reports		
EXECUTOR	NOVA SBE	PARTNERS	Telecoms companies and CIM VDL

6.6 Schooling Sustainability Mobility

STRATEGIC OBJECTIVE(S)

E. Raise awareness and empower the community to use different mobility solutions

F. Strengthen safety conditions for all means of mobility, with a special focus on soft modes

Sustainable mobility programs in schools are crucial for shaping children's travel habits early on, encouraging eco-friendly and healthy choices they can carry throughout their lives. By engaging both children and parents, we are fostering a broader culture of environmental awareness and creating a support system that reinforces sustainable habits at home, building future citizens who can influence and transform society's behaviours toward greener mobility.society's behaviours toward greener mobility.

ACTIVITIES	This program for the educational community will include: • Awareness-raising activities for students on the importance of sustainable mobility. • Offering workshops and practical activities that teach students how to use different mobility solutions, such as bicycles and public transport. • Carrying out awareness campaigns within schools to promote sustainable mobility habits among students and their families. • Implementing pilot projects in schools to test and promote the use of sustainable mobility solutions, such as "bicibus" (groups of children who cycle to school accompanied by adults) and "pedibus" (groups of children who walk to school accompanied by adults); • Creation of safe areas near school zones for exclusive use of soft modes and "Kiss & Go" places.		
OUTPUT(S)	• Thematic programme bringing together initiatives in at least 50 CIM VDL schools (covering all municipalities) • 14 pilot actions (1 per municipality) in the field of sustainable school mobility • 14 school safety zones (soft modes exclusive or kiss and go)		
EXECUTOR	Schools and Security authorities	PARTNERS	Municipalities

6.7 Decision-Makers for Mobility + Digital

STRATEGIC OBJECTIVE(S)

E. Raise awareness and empower the community to use different mobility solutions
F. Strengthen safety conditions for all means of mobility, with a special focus on soft modes

Engaging decision-makers in municipalities is vital for the success of sustainable mobility initiatives, as their support directly influences policy, funding, and infrastructure development. In this regard, this action seeks to create a "Knowledge Network" / Mobility Forum in which elective representantives and municipal technicians will be able to exchange experiences and good practices on a regular basis to continue with URBACT's intervention methodology – URBACT Local Groups (to be developed further).

It is crucial to qualify municipal technicians for mobility issues in the context of environmental sustainability, as well as digitisation and data processing to promote sustainable mobility and efficient urban planning. It is therefore essential that they have the skills to work with the tools in this IAP, particularly the Mobility Digital Twin which allows municipalities to simulate and analyse real-time data on electric mobility, public transport and pedestrian flows, enabling informed decisions that optimise infrastructure and reduce congestion. By adopting this technology, municipal staff can effectively integrate sustainable mobility solutions, predict potential problems and dynamically adjust strategies, promoting smarter, greener and more resilient urban environments.

ACTIVITIES	• Training actions focused on topics such as sustainable urban planning, electric mobility, public transport and integration of technology in mobility management. • Implementation of a Knowledge Network / Mobility Forum every year		
OUTPUT(S)	• 8 training sections for digital mobility and tools (4 per year) • 8 training sections for sustainable mobility and soft modes (4 per year) • 2 Mobility Forum (1 per year)		
EXECUTOR	Research and educational institutions	PARTNERS	CIM VDL and Municipalities

6.8 Community in Motion - Viseu Dão Lafões (CIM VDL)

STRATEGIC OBJECTIVE(S)

E. Raise awareness and empower the community to use different mobility solutions
F. Strengthen safety conditions for all means of mobility, with a special focus on soft modes

Creating a dedicated program to promote sustainable transportation is crucial to raise public awareness and get people motivated about eco-friendly travel options, helping to build long-lasting, greener commuting habits. These programs give municipalities a chance to showcase improvements in public transit, new cycling paths, electric vehicle options, and pedestrian-friendly spaces while gathering valuable feedback to shape future mobility plans.

By putting the spotlight on sustainable mobility, communities feel more motivated to make environmentally friendly choices, and municipalities can build support for ongoing investment in green infrastructure. This program will have several actions throughout the year, which will be implemented in the various municipalities.

All the various activities carried out throughout the year will culminate in the European Mobility Week, where the main results and effective added value of this programme will be shared with the community. Other pilot initiatives will also be introduced during this week, in addition to those carried out throughout the year. Above all, it will be an opportunity to celebrate the expected success of the activities, continuing the excellent work that CIM VDL has been doing.

ACTIVITIES	• Open to the Public Competition	the public, local associations, municipalities or research institutions will present their proposals (workshops, lectures, exhibitions, sustainable product fairs, cycling tours, nature walks and cultural performances, others) and a jury will define what will be the projects to be selected and financial supported [140.000€/ each year]. To promote this competition, the ULG Group will organize, per year, 4 workshops to promote the Competition and raise awareness about the importance of soft and green Mobility. • Regional Awareness and Communication Marketing Campaign about the 30 Minutes Territory project • European Mobility Week	
OUTPUT(S)	• 4 workshops / year • 14 Small Scale Actions and/or pilot projects per year [Competition] • Communication Plan and Promotional Campaign • European Mobility Week Program • Community In Motion Action Analysis Annual Report		
EXECUTOR	CIM VDL and Municipalities	PARTNERS	General Public and other Local and Regional Entities

IR E VIR STATION,
SÁ CARNEIRO GARDEN, OLIVEIRA DE FRADES

7

Implementation Strategy

PARK CITY, SÃO PEDRO DO SUL

This section outlines the roadmap for operationalizing the IAP for transforming Viseu Dão Lafões into a „30-Minute SMART Territory." The implementation strategy focuses on ensuring that the ambitious project goals are turned into actionable steps, with clear governance structures, responsible stakeholders, and a detailed risk management framework. It integrates a strong monitoring system to evaluate progress and adapt strategies as needed.

7.1 Implementation Strategy Governance & Responsabilities & Future of ULG

The governance structure of the project is organised to ensure effective collaboration among the various stakeholders involved, with the ULG playing a central role. The Core Group, which includes mobility and urban planning technicians from the municipalities and the Project Manager of the CIM VDL, will be responsible for overseeing the implementation of the plan and keep organizing the ULG meetings, ensuring alignment with the defined goals. It should also be emphasised that each municipality will be able to elect a technical representative capable of articulating the vision of the CIM VDL with the respective municipalities, although this relationship already takes place naturally. Semestral meetings will be held among the Core Group members to coordinate the project process and facilitate cross-pollination between the municipalities. Additionally, local representatives will engage in knowledge exchange events and participate in other activities focused on best practices and innovative solutions.

The future of the ULG will involve continuous engagement throughout the implementation phase of the IAP. The ULG will provide ongoing feedback, assist with the evaluation of progress, and ensure that the IAP adapts to emerging needs. With the involvement of local stakeholders, including municipalities, transport companies, and other key entities, the ULG will remain a crucial decision-making body, supporting the IAP's long-term success.

7.2 Project Priorization and Timeline

To realize the vision of transforming Viseu Dão Lafões into a „30-Minute SMART Territory," the CIM VDL, in collaboration with the ULG, has identified the development and implementation of Mobility Hubs as the project's cornerstone. Furthermore, based on a multicriteria analysis (MCA), the eight defined actions have been prioritized according to their contribution to achieving the IAP goals (outlined in section 4.2.), their relevance in terms of political support and priority, and their technical feasibility.

CRITERIA	WEIGHING (IN %)
Goal 1: MOBILITY FOR ALL	20
Goal 2: DATA-BASED DECISIONS	15
Goal 3: ACCESSIBLE, SECURE AND GREEN PUBLIC SPACE	10
Goal 4: ROAD TO ZERO TRAFFIC	10
Goal 5: SUSTAINABLE COMMUNITY	15
Political Priority	20
Technical Feasibility	10

The assessment conducted has allowed us to list the actions as shown in the following table.

RANK	PRIORITISED ACTION NAME	SCORE
1	Mobility Hubs - Planning and Implementation	910
2	'IR e VIR' 2.0	900
3	Bike-Sharing Mobility Services	810
4	Mobility Digital Twin	800
5	Community In Motion - Viseu Dão Lafões	760
6	Decision-Makers for Mobility + Digital	750
7	Schooling Sustainability Mobility	720
8	Complementary and Integrated Mobility Solutions	700

Given the complexity and scale of this initiative, it requires significant funding. As such, multiple funding applications will need to be developed and submitted to secure the necessary financial support. These applications will target both national and European funding sources to ensure the successful delivery of the Mobility Hubs. Due to the high level of investment required, the full implementation of the Mobility Hubs is planned with a long-term horizon, extending up to 2035. This timeframe allows for thorough planning, securing of funds, and phased development across the 14 municipalities.

In parallel, the project will include complementary and independent actions that will help energize and sustain the broader vision. These actions, which include both low-cost and high-impact initiatives, will be implemented in the short term, with the aim of building momentum and delivering tangible results along the way.

The Gantt chart below illustrates the timeline for both the long-term Mobility Hubs action and the shorter-term initiatives that will lay the groundwork for future success.

Actions	Timeframe	2025		2026		2027		2028		2029		2030		2031		2032		2033		2034		2035	
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22
1. Mobility Hubs - Planning and Implementation	Continuously																						
2. Complementary and Integrated Mobility Solutions	Long-term																						
3. 'IR e VIR' 2.0	Shot-term																						
4. Bike-Sharing Mobility Services	Short to Medium-term																						
5. Mobility Digital Twin	Medium to Long-term																						
6. Schooling Sustainability Mobility	Shot-term																						
7. Decision-Makers for Mobility + Digital	Medium to Long-term																						
8. Community In Motion - Viseu Dão Lafões (CIM VDL)	Shot-term																						

7.3 Cost estimation and funding strategy

Action	Estimated Budget	Recommending Funding Sources	Rationale
1. Mobility Hubs	€7,150,000	- ERDF (infrastructure & mobility) CEF (Connecting Europe Facility) - Horizon Europe – Mission on Climate-Neutral Cities - National Recovery and Resilience Plan (PRR)	Core investment aligned with sustainable urban mobility, digital infrastructure, and regional cohesion.
2. Complementary and Integrated Mobility Solutions	€2,800,000	- URDF (Urban Regeneration Fund) - ERDF - National Active Mobility Funds	Enhances spatial connectivity and active travel, ideal for regional mobility planning instruments.
3. 'IR e VIR' 2.0	€200,000	- LEADER / CLLD - Cohesion Fund - Smart Mobility Innovation Calls	Rural-scale pilot mobility nodes aligned with last-mile logistics and innovation.
4. Bike-Sharing Services	€200,000	- EUROVELO support (via ERDF) - PRR – Sustainable Mobility - EIT Urban Mobility (pilot calls)	Promotes active travel and intermodality; aligns with climate and inclusion agendas.
5. Mobility Digital Twin	€300,000	- Digital Europe Programme - Horizon Europe (Smart Cities) - PRR Digital Transition Pillar	High-tech solution aligned with predictive planning and integrated decision support tools.
6. Schooling Sustainability Mobility	€840,000	- Healthy Cities / Active School Travel (national) - ESF+ (child-friendly planning) - PRR Climate/Green Education initiatives	Combines education, accessibility, and environmental awareness.
7. Decision-Makers for Mobility + Digital	€200,000	- ESF+ (training & capacity building) - URBACT Knowledge Exchange - Digital Europe	Supports digital literacy and decision-making among local authorities.
8. Community In Motion – CIM VDL	€375,000	LEADER / CLLD - Creative Europe (for outreach) - European Mobility Week Grants	Funds soft actions, events, competitions, and local pilot activities to strengthen awareness and participation.

The funding strategy for the project leverages a diverse mix of national and international funding sources to support its wide range of actions. Key programmes such as Interreg, Climate KIC, Horizon Europe, CEF, LIFE, and others are being targeted to secure the financial resources necessary to achieve the project's goals in a sustainable and efficient manner.

Throughout the development of the IAP, CIM VDL has actively pursued various funding opportunities, with several successful applications already secured. These include funding for specific actions such as:

Project (Action)	Budget
Green Hubs for Flexible Transport Network ("Ir e Vir" 2.0)	90.000€ | Climate-Kic

To ensure the long-term financial success of the project and increase visibility with relevant funding sources, CIM VDL will implement the following initiatives:

- **Engagement in Network Events:** Actively participate in online and on-site events related to mobility, digital innovation, and sustainability to network with stakeholders and funders, and expand the project's funding opportunities.

- **Promoting Meetings with Funding Agencies:** Organize meetings with regional and national funding agencies to present the IAP and Manifesto, aligning with national priorities and building stronger collaborations.

- **Building Strategic Partnerships:** Form partnerships with private sector players, tech startups, and research institutions to bring innovation and explore alternative funding sources, including EU innovation funds and corporate sponsorship.

- **Leveraging Previous Success Stories:** Use successful projects like "Ir e Vir", recognized by INTERREG and URBACT, as case studies to attract future funding, demonstrate the project's impact and replicate in other

- **Collaborating with Lead Sector Experts:** Work with sector experts to identify funding opportunities aligned with the project's goals in mobility, digital innovation, and sustainability.

- **Targeting Multi-Source Funding:** Diversify funding sources by targeting EU grants, private investments, and public-private partnerships, ensuring support for all aspects of the IAP.

- **Collaborating with Lead Sector Experts:** Work with sector experts to identify funding opportunities aligned with the project's goals in mobility, digital innovation, and sustainability. This will help CIM VDL stay updated on the latest funding calls and best practices.

7.4 General Risk Assessment

The Integrated Action Plan outlines a vision for a more connected, sustainable, and accessible transportation system in the Viseu Dão Lafões. However, its successful implementation faces several risks, including funding challenges, coordination among municipalities, public acceptance, and technological integration. Addressing these risks is crucial for ensuring that these innovative mobility solutions are effectively rolled out and embraced by the communities they aim to serve.

This risk assessment identifies key challenges to the IAP's success and proposes mitigation strategies to facilitate smooth implementation. By proactively addressing these risks, the plan can be adapted to enhance its effectiveness, ensuring the region`s long-term mobility transformation.

FUNDING AND FINANCIAL SUSTAINABILITY			
LIKELIHOOD	Medium	Impact	High
MITIGATION STRATEGIES	• Diversify funding sources by applying for different EU programs, national funds, and exploring private partnerships. • Establish clear and well-defined budgets with contingency plans for cost overruns or funding gaps. • Develop phased funding and implementation schedules to align with available resources.		
COORDINATION AND INTEGRATION ACROSS MUNICIPALITIES			
Likelihood	High	**Impact**	Medium
MITIGATION STRATEGIES	• Set up regular coordination meetings and a clear communication strategy to ensure that all municipalities are aligned. • Appoint dedicated project managers or teams to handle inter-municipal coordination and monitoring.		
PUBLIC ACCEPTANCE AND BEHAVIOUR CHANGE			
LIKELIHOOD	Low	**Impact**	High
MITIGATION STRATEGIES	• Launch awareness campaigns and engage communities early in the planning process to gather feedback and understand concerns. • Pilot small-scale projects or temporary solutions to allow people to experience the benefits before large-scale implementation. • Provide incentives (e.g., discounts, free trials) to encourage the adoption of alternative transport modes.		
TECHNOLOGICAL AND DATA INTEGRATION CHALLENGES			
LIKELIHOOD	Low	**Impact**	High
MITIGATION STRATEGIES	• Ensure robust technical planning and coordination with technology providers to assess compatibility with existing systems and infrastructure. • Pilot test the digital tools and platforms in selected areas before full implementation to identify and resolve technical issues. • Provide training for local authorities and stakeholders to ensure they can effectively manage and leverage new technologies.		

7.5 Key Performance Indicators

The Key Performance Indicators are defined based on the timeline presented before.

1. MOBILITY HUBS - IMPLEMENTATION: 2025 - 2035	
Mobility Hubs implemented and operationalized (N)	13
Population within 30 minutes of a Mobility Hub (%)	90%
Reduction in car usage in areas served by the hubs (measured by traffic surveys and modal share data).	20%
2. COMPLEMENTARY AND INTEGRATED MOBILITY SOLUTIONS IMPLEMENTATION: 2029 - 2035	
Complementary mobility solutions implemented (N)	20
Public satisfaction rate regarding improved mobility solutions (collected through surveys).	65%
3. 'IR E VIR' 2.0 IMPLEMENTATION: 2025 - 2027	
Increase in the number of cars/ taxi drives (N)	50
Improve the quality and comfort of 'Come and Go' points (N)	14
'Ir e Vir' User satisfaction rate (collected through feedback and surveys).	75%
4. BIKE-SHARING MOBILITY SERVICES IMPLEMENTATION: 2025 - 2028	
Monthly average of active and total users of the "BORA!" in 2028 (N)	15.000
Monthly average trips on "BORA!" in 2028 (N)	50.000
Monthly average distance covered by bikes in 2028 (km)	100.000

5. MOBILITY DIGITAL TWIN IMPLEMENTATION: 2028 – 2031	
Real-time data analyse and integrated into the Digital Twin model (%)	50%
Predictive models developed and deployed	1
6. SCHOOLING SUSTAINABILITY MOBILITY IMPLEMENTATION: 2025 – 2027	
Schools participating in sustainable mobility programs (N)	50
Pilot projects implemented in schools (N)	14
"Kiss & Go" areas created (N)	14
Student participation rate in sustainable mobility activities (measured through program engagement).	50%
7. DECISION-MAKERS FOR MOBILITY + DIGITAL IMPLEMENTATION: 2028 – 2031	
Training sessions completed (N)	16 (4/year)
Municipalities actively using the platform for decision-making (%)	>60%
Adoption rate of digital mobility tools by municipal decision-makers (%)	30%
8: COMMUNITY IN MOTION - VISEU DÃO LAFÕES IMPLEMENTATION: 2025 - 2027	
Participants in workshops and events (N)	50 participants per workshop
Annual modal split assessment (N)	3
Small-scale actions or pilot projects funded and executed through THE COMPETITION (N)	14 projects annually, one per municipality
Activities and participants during the European Mobility Week (N)	14 events, with 1,000 total participants

MONITORING STRATEGY

The Monitoring Strategy ensures that the progress of the IAP is regularly assessed and that stakeholders are kept informed about the achievements and challenges of the project. This strategy includes the following key activities:

The Monitoring Strategy ensures that the progress of the IAP is regularly assessed and that stakeholders are kept informed about the achievements and challenges of the project. This strategy includes the following key activities:

. Coordination Team Periodic Meetings (Three Times a Year):

• The Coordination Team will meet three times a year to review the overall progress of the IAP, discuss ongoing actions, and make decisions to ensure the project remains on track.

• Output: Meeting progress reports summarizing discussions, decisions made, and any strategic adjustments required. These meetings will help steer the project towards its long-term goals.

. ULG Meetings (Twice a Year):

• The ULG will keep meeting twice a year to engage stakeholders, present updates on the project, and gather feedback. These meetings will ensure active participation from local stakeholders and communities.

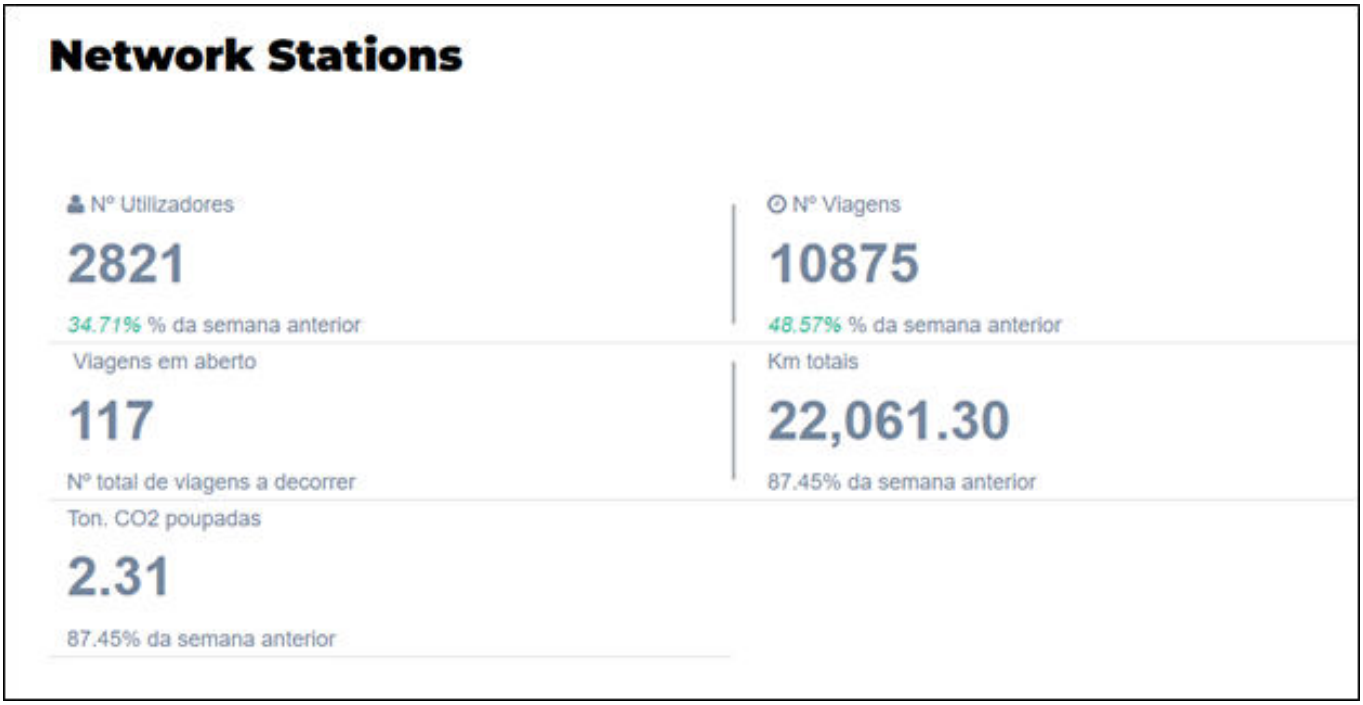
. Public Reporting (Once a Year):

• An annual public report will summarize the progress of all actions within the IAP, including KPIs, milestones, and necessary adjustments.

• Output: A publicly available annual report providing a comprehensive overview of the project's achievements, challenges, and next steps. This report will be accessible to all stakeholders and the public and will ensure transparency and accountability.

•Data Availability

Data from initiatives like "Ir e Vir" and BORA! are already publicly available through user-friendly dashboards, which are frequently updated to ensure transparency and keep the community well-informed about the project's progress. These platforms provide easy access to real-time data, allowing stakeholders to track key metrics and performance indicators.

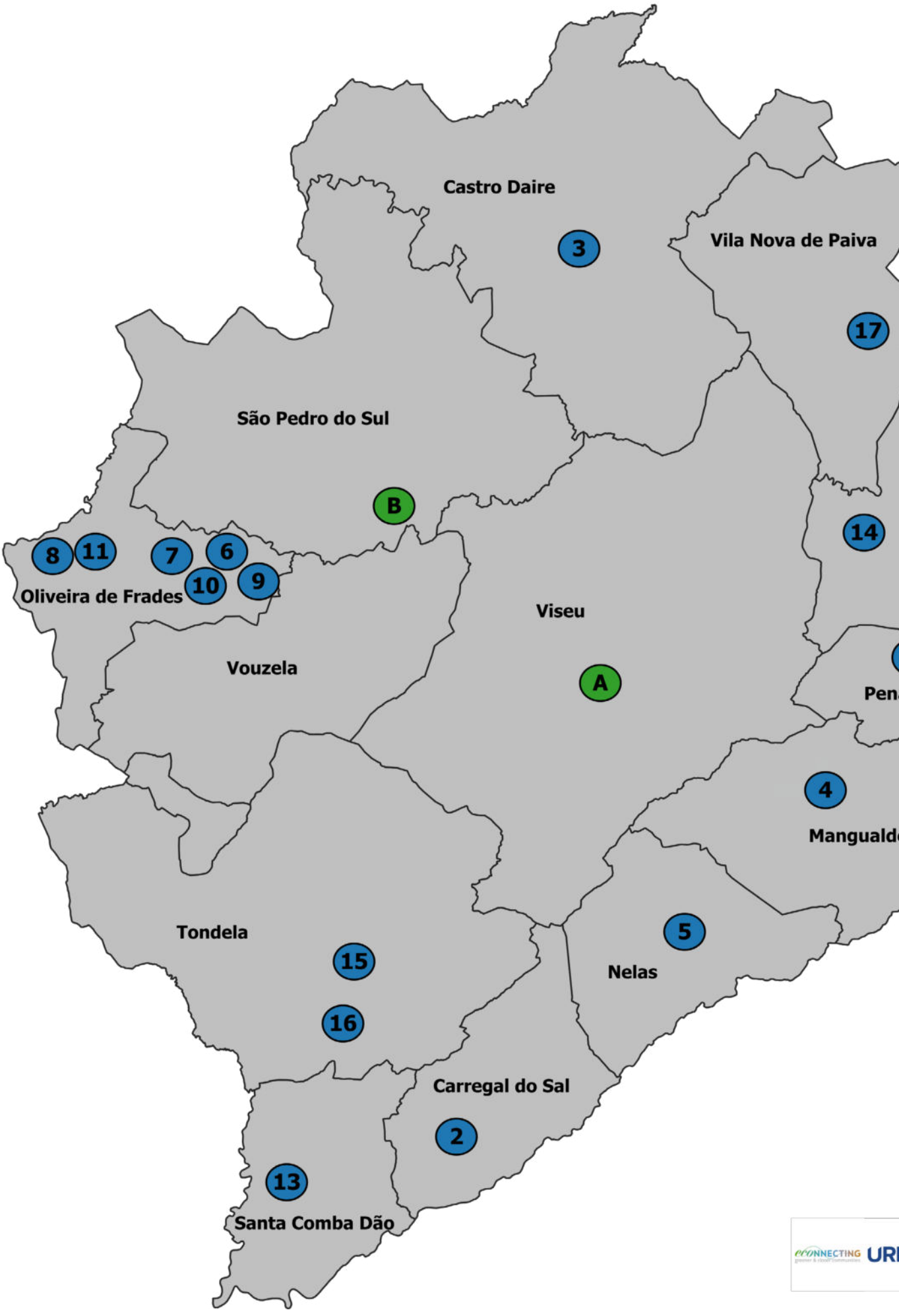


- Figure 2 - BORA! Dashboard with real-time updated data

ANNEX – MOBILITY HUBS

This Annex presents the proposals from each municipality regarding the creation or enhancement of Mobility Hubs. The purpose of this initiative is to respond to Action 6.1: Mobility Hubs – Planning and Implementation, aiming to improve sustainable mobility solutions and transportation infrastructure across the region.

This work was carried out within the framework of the URBACT Local Group and is merely an exercise in planning and strategic development.


Castro Daire
3
Vila Nova de Paiva
17
São Pedro do Sul
B
14
8
11
7
6
10
9
Oliveira de Frades
Viseu
Vouzela
A
4
Tondela
15
16
5
Nelas
Carregal do Sal
2
13
Santa Comba Dão

EXISTING MOBILITY HUBS

A Viseu

B São Pedro do Sul

PLANNED MOBILITY HUBS

1 Aguiar da Beira

2 Carregal do Sal

3 Castro Daire

4 Mangualde

5 Nelas

6 Oliveira de Frades

7 Olivira de Frades (PdL)

8 Oliveira de Frades (Rib)

9 Oliveira de Frades (SVL)

10 Oliveira de Frades (Trav)

11 Oliveira de Frades (Arc)

12 Penalva do Castelo

13 Santa Comba Dão

14 Sátão

15 Tondela (TCC)

16 Tondela (ZIA)

17 Vila Nova de Paiva

BACT

Co-funded by the European Union
Interreg

COMUNIDADE INTERMUNICIPAL
VISEU DÃO LAFÕES

N

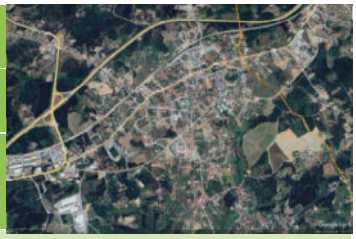
0 10 20 km

MUNICIPALITY OF AGUIAR DA BEIRA	
Location of the Mobility Hub (1)	
Rua Padre José Augusto da Fonseca (near the future entrance of the Secondary School)	

Type of Services and Associated Features	Bus Stop (School and Public Transport); Taxi Stand (with "Ir e Vir" Mobility Service); BORA! Station; Public Wi-Fi; Electric Vehicle and Bike Charging Stations; Public Parking.
Investment Forecast	New Infrastructure [500 000 €]

The hub is centrally located in Aguiar da Beira, near the Padre José Augusto da Fonseca Secondary School and public transport stops. The hub will feature a taxi stop integrated with the "Ir e Vir" service and a nearby BORA bike-sharing station. A public parking lot will also be added in front of the sports hall. The hub integrates bus networks, bike-sharing, Wi-Fi, and public parking, providing diverse mobility options.

Infrastructures	Name	Distance
Healthcare Units	Health Centre Aguiar da Beira	1640 m
Educational Institutions	Primary and Secondary School	On site
Business Centres/ Industrial Areas	Aguiar da Beira Industrial Zone	1560 m
Municipal Services	Town Hall	575 m
Commercial Areas	Padre José Augusto da Fonseca Street	On-site
Leisure/ Recreational Areas	Municipal Pools and Stadium	1030 m

MUNICIPALITY OF CARREGAL DO SAL	
Location of the Mobility Hub (2)	
West area of Carregal do Sal, near the roundabout connecting to IC12 and ER230.	

Type of Services and Associated Features	Taxi Stand (with "Ir e Vir" Mobility Service); Bus Station; Vending Parking (with Shelter for Cars and Bikes); BORA! Station; Electric Vehicle and Bike Charging Stations; Pedestrian Route Integration and Access to Cycling Lanes; KISS&RIDE (Passenger Drop-off and Pick-up Zone); Parcel Locker Service; Carpooling Area; Machine Area; Public Restrooms; Public Wi-Fi; Digital Information Panel.
Investment Forecast	New Infrastructure [1 000 000 €]

The hub is strategically located near major communication routes such as IC12, ER230, IP3, A24, A25, and less than 1,500 meters from the train station. It's easily accessible for both locals and visitors. The hub will include various mobility services, including bike-sharing, express buses, and taxis, as well as essential amenities like Wi-Fi, restrooms, and a vending area. The connection to cycling routes and pedestrian paths ensures seamless mobility between the hub and surrounding areas.

Infrastructures	Name	Distance
Healthcare Units	Health Centre of Carregal do Sal	3 400 m
Educational Institutions	Secondary School of Carregal do Sal	2 200 m
	Primary and Secondary School of Carregal do Sal	3 000 m
	Nuno Álvares Primary School	3 000 m
Business Centres	Market D'Ideias	1 800 m
Industrial Areas	São Domingos Industrial Park	750 m
	Gandara Industrial Park	350 m
Municipal Services	Municipality of Carregal do Sal	1 800 m
	Municipal Pools	1 800 m
	Municipal Library	2 300 m
	Municipal Museum	2 400 m
Commercial Areas	Flórida Shopping Centre	100 m
Leisure/ Recreational Areas	Alzira Cláudio Park	1 600 m
	Carregal do Sal Sports Complex	1 800 m
Others	Railway Station	1 500 m

MUNICIPALITY OF CASTRO DAIRE	
Location of the Mobility Hub (3)	
Rua Dr Pio Figueiredo, 42	
Type of Services and Associated Features	Taxi Stand (with "Ir e Vir" Mobility Service); Car Parking; Bike Parking; Integration with Pedestrian Routes and Cycling Lanes; Public Restrooms; Electric Vehicle and Bike Charging Stations; Car-Sharing Meeting Points; Waiting Areas; Food Court; Public Wi-Fi,
Investment Forecast	New IE and interventions in surrounding areas [5 000 000 €]

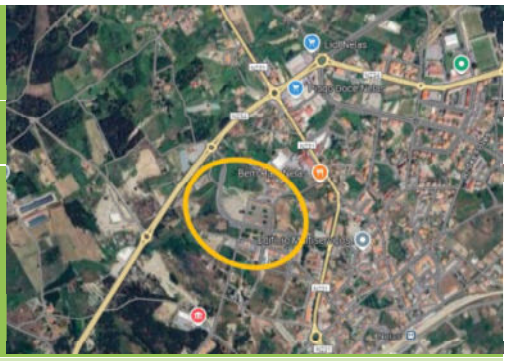
The Castro Daire Mobility Hub aims to provide a centralized and interconnected space, integrating various transportation options for more efficient, eco-friendly, and accessible mobility. This hub will serve as a convergence point for electric bikes, scooters, shared vehicles, public transport, and autonomous mobility options, facilitating easy transitions between modes of transportation. With the goal of reducing urban congestion, it will also contribute to a cleaner and less car-dependent municipality. The hub will be conveniently located near essential services, ensuring maximum impact on urban mobility.

Infrastructures	Name	Distance
Healthcare Units	Health Centre	1000m
Educational Institutions	Secondary School / Primary School / Castro Daire Kindergarten	Around 1100m
Business/ Commercial Centres	Traditional Commerce	230m
	Intermarche	2130m
	Continente Bom Dia	530m
Industrial Areas	Ouvida Industrial Area	8km
Municipal Services	Municipal Chamber	310 m
	Municipal Cultural Centre	1250m
Leisure/ Recreational Areas	Municipal Garden	130m
Others	Pharmacies (3)	Around 500m

MUNICIPALITY OF MANGUALDE	
Location of the Mobility Hub (4)	
Rua 1º de Maio	
Type of Services and Associated Features	Taxi Stand (with "Ir e Vir" Mobility Service); Connection to the Railway Terminal (Urban Circuit); BORA! Station; Bicycle Parking; Light Vehicle Parking; Electric Vehicle Charging Stations; Public Wi-Fi; Public Restrooms; Ticket Office and Electronic Information; ATM; Parcel Locker Service; Water Dispenser; Vending Machine Area; Rest Area.
Investment Forecast	Infrastructure Renovation [800 000 €]

The mobility hub is centrally located on Rua 1º de Maio, a key area for public transport connections and services. It's meant to be an Urban Hub – "Passenger Modal Interface" and aims to promote and complement the existing infrastructures that already serve as stops for public transport vehicles and their surroundings, enhancing the overall mobility network. The hub will offer a variety of services, including bike-sharing (BORA), electric vehicle charging stations, and passenger information systems. Its strategic location near the train terminal, shopping areas, and recreational spaces makes it an ideal spot for both residents and visitors.

Infrastructures	Name	Distance
Healthcare Units	USF Terras de Azurara USF Mangualde	300 m 2000 m
Educational Institutions	Gomes Eanes de Azurara School Ana de Castro Osório School Felismina Alcântara Secondary School	1300m 1400 m 1300m
Business Centres	CIDEM	350m
Industrial Areas	Salgueiro Industrial Zone Lavandeira Industrial Zone	3000m 2000m
Municipal Services	Municipality Headquarters	200m
Leisure/ Recreational Areas	Quinta D. Leonor Ana de Castro Osório Urban Park	50 m 550m
Others	BORA station (2) Cycling lane Current Taxi Square	75 & 500m 100m 200m

MUNICIPALITY OF NELAS	
Location of the Mobility Hub (5)	
Municipal Carpentry Building, near Quinta do Peso.	

Type of Services and Associated Features	Taxi Stand (with "Ir e Vir" Mobility Service); BORA! Station; Electric Vehicle Parking and Chargers; Carpooling Meeting Points; Truck Parking; Caravan Service Area (Existing); Fair and Exhibition Park; Public Restrooms; Coworking Space; BTT Centre (Mountain Bike); Leisure Zone with Playground Equipment; SPTP Service; "Little Library" Station; Public Wi-Fi; Interactive Digital Information Panel; Parcel Locker Service.
Investment Forecast	New Infrastructure/ Old building Rehabilitation [N.i.]

The mobility hub is planned for Quinta do Peso, strategically located near the urban centre and key roadways, particularly the EN231 variant, providing easy access between IC12 and A25. The site offers a combination of undeveloped municipal land and an existing green space that will be enhanced for community use. The hub will integrate various mobility services such as electric vehicle charging, bike-sharing, and carpooling, as well as a fair and exhibition park. Additionally, the area will serve as a space for leisure and youth activities. With nearby services like healthcare, education, and commerce, the hub will enhance mobility and convenience for residents and visitors alike.

Infrastructures	Name	Distance
Healthcare Units	Family Health Unit Estrela do Dão	150 m
Educational Institutions	-	700m
Industrial Areas	-	2km
Municipal Services	Municipal Headquartes	400m
Commercial Areas	Commerce/Services/Property Registry	200m
Others	Tourist Information Centre "Ir e Vir" Service Point Bike Sharing Station Cycling Lane Variant to EN 234 Library	700m 400m 700m 800m Nearby 200m

MUNICIPALITY OF OLIVEIRA DE FRADES	
Location of the Mobility Hub (6)	
Oliveira de Frades Bus Terminal.	
Type of Services and Associated Features	"Ir e Vir" Mobility Service; Food Court; Bicycle Parking; BORA! Station Public Wi-Fi; Public Transport Connections.
Investment Forecast	Infrastructure Rehabilitation [250 000 €]
The Oliveira de Frades Bus Terminal serves as the main mobility hub in the municipality, facilitating local, sub-regional, and national connections. This central location will be upgraded with modern infrastructure, including Wi-Fi, enhanced transport links, and a seamless connection to bike-sharing services. The hub will also integrate the "Ir e Vir" service, providing convenient travel options for the public. It is strategically placed along the Urban Cycling Path, and the proximity to the Vouga Greenway enhances its appeal as a sustainable mobility point. This hub will support both daily commuters and visitors, offering improved services and accessibility.	

Distance to infrastructures (identify the most relevant in each area):

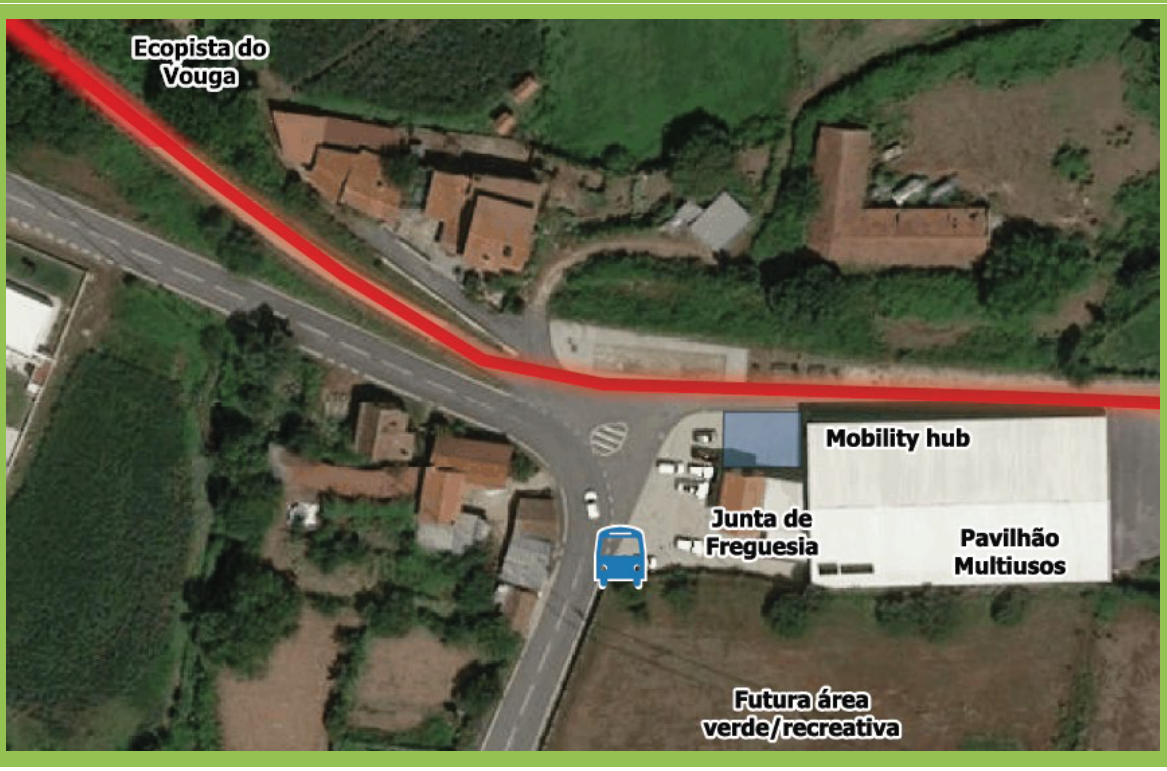
Infrastructures	Name	Distance
Healthcare Units	Health Centre of Oliveira de Frades	850 m
Educational Institutions	Oliveira de Frades Primary and Secondary School	900 m
Municipal Services	Municipality of Oliveira de Frades Citizen's Shop (Loja de Cidadão)	350 m 400 m
Commercial Areas	Urban Centre of Oliveira de Frades	100 m
Leisure/ Recreational Areas	Urban Park of Oliveira de Frades Movie Theate Dr. Morgado	500 m 350 m

Location of the Small Mobility Hub (7)	
In front of the fuel station located on Estrada Nacional 16, Pinheiro de Lafões Services: Public Wi-Fi; Public transport connections; "Ir e Vir" service; Bicycle parking; BORA! Station	
Investment Forecast	New Infrastructure [50 000 €]

For the Pinheiro de Lafões settlement, a mobility hub is proposed near the public transport stop, adjacent to Estrada Nacional 16. This location is also served by the Vouga Greenway, which is an important factor due to its tourist attraction. On the other side of Estrada Nacional 16, there is a fuel station with commercial services, which also played a role in selecting this site. The aim is to create a hub with facilities for users, connecting it with other mobility services such as 'Ir e Vir' and bike-sharing.

Location of the Small Mobility Hub (8)	
Former Ribeiradio Railway Station, Ribeiradio **Services: Wi-Fi service; "Ir e Vir" service; Bicycle parking; Bike-sharing zone**	
Investment Forecast	New Infrastructure [50.000 €]
The former Ribeiradio Railway Station, now a cultural space, will be rehabilitated to serve as a mobility hub. Located along the Vouga Greenway, this site offers access to the bike-sharing service and the "Ir e Vir" transport system. This hub will support cultural events and provide sustainable transport options to the surrounding area.	

Location of the Small Mobility Hub (9)	
Former São Vicente de Lafões Railway Station, Corredoura Services: Public Wi-Fi; Public transport connections; "Ir e Vir" service; Bicycle parking; BORA! Station	
Investment Forecast	New Infrastructure [50 000 €]
Located at the former São Vicente de Lafões Railway Station, this small hub serves as the administrative centre for the local parish. The site will integrate the "Ir e Vir" service and bike-sharing. Its location along the Vouga Greenway makes it an attractive point for both locals and visitors. It's also near other mobility services and a public stop bus.	



Location of the Small Mobility Hub (10)	
Rotunda da Indústria, Travassós Services: Public Wi-Fi; Public transport connections; "Ir e Vir" service; Bicycle parking; BORA! Station	
Investment Forecast	New Infrastructure [50 000 €]
Located in the industrial area of Oliveira de Frades, this small hub aims to serve the local workforce while offering sustainable transport options. The hub will provide access to bike-sharing and integrate with the "Ir e Vir" service, ensuring ease of transport to and from the area.	

Location of the Small Mobility Hub (11)	
Former de Arcozelo das Maias Railway Station, de Arcozelo das Maias Services: Public Wi-Fi; "Ir e Vir" service; Bicycle parking; BORA! Station	
Investment Forecast	New Infrastructure [50 000 €]

This small hub will be located at the historic Arcozelo das Maias Railway Station, which now serves as a cultural centre. Positioned at the start of the PR2 – Rota do Gaia, the hub will offer access to bike-sharing and the "Ir e Vir" service. Its location near the Vouga Greenway ensures it will be a key point for sustainable transport.

MUNICIPALITY OF SANTA COMBA DÃO	
Location of the Mobility Hub (13)	
Municipal Fair Park / City Green Park	
Type of Services and Associated Features	"Ir e Vir" Mobility Service; BORA! Station; Caravan Service Area; Electric Vehicle Parking and Chargers; Public Restrooms (Existing); Leisure Area with Equipment for Children and Youth (Existing); Public Wi-Fi; Interactive Digital Information Panel.
Investment Forecast	New Infraestruture [N.i.]

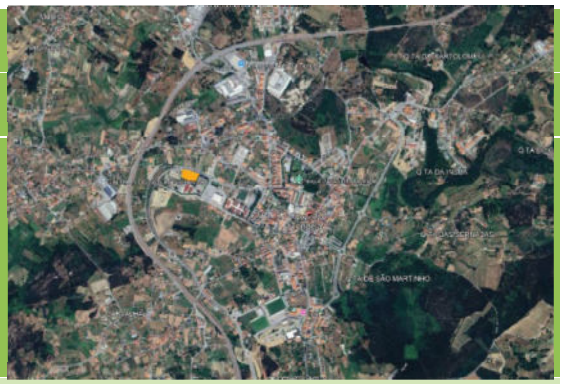
The proposed location for the hub is near the Municipal Fair/City Green Park, providing easy access to urban services within minutes. The site is spacious and offers room for developing mobility services, enhancing the surrounding green space for leisure activities. The hub will include facilities such as electric vehicle charging, a bike-sharing station, and public restrooms. Additionally, it will provide Wi-Fi and an interactive MUPI for local information. Its proximity to the N2 road makes it a valuable location for visitors and residents alike, offering connections to nearby recreational areas.

Infrastructures	Name	Distance
Health Units	Family Health Unit Rio Dão	1030m
Educational Institutions	EB2.3 / Secondary School	613/1246m
Business Centres	Dão Shopping	120m
Industrial Areas	ZI Catraia	2.20Km
Municipal Services	Municipality Headquarters	350m
Commercial Areas	-	500m
Other	Tourist Information Centre EN2 Library AL (Accommodation) Pharmacy Nautical Station Railway Station Ecopista (Greenway) | Cycling Lane	650m 450m 700m 370m 410m 10Km 3Km 4,5Km
	Nautical Station Railway Station Ecopista (Greenway) | Cycling Lane	10Km 3Km 4,5Km

MUNICIPALITY OF SÁTÃO	
Location of the Mobility Hub (14)	
Largo de São Bernardo	
Type of Services and Associated Features	"Ir e Vir" Mobility Service; BORA! Station; Carpooling Meeting Points; Caravan Service Area; Electric Vehicle Parking and Chargers: Delivery Lockers.
Investment Forecast	New Infrastructure [30 000 €]

The proposed mobility hub is located in the central area of Sátão, that already serves as a carpark, near public services like the post office, coffee shops, local businesses, and a cycling lane. The site will include modern services such as electric vehicle charging, bike-sharing, and carpooling, alongside a recreational area with playground equipment. The hub will also integrate with the "Ir e Vir" service, promoting sustainable mobility and offering easy access to essential services in the municipality. The development aims to enhance the quality of life for local residents and provide greater connectivity to the surrounding areas.

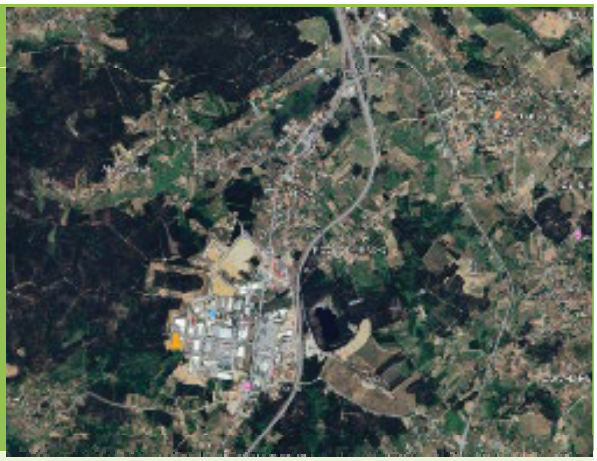
Infrastructures	Name	Distance
Health Units	Health Centre of Sátão	1,3 km
Educational Institutions	Frei Rosa Viterbo Secondary School	350m
Business Centres	Intermarche Supermarket	900m
Industrial Areas	Sátão Industrial Zone	1,5km
Municipal Services	Municipality and Court	300m
Commercial Areas	Local Commerce	700m
Leisure/Recreational Areas	Bussaquinho Park	350m
Sports Areas	Sports Park	1,2km
Leisure Areas	Garden and Playground	75m
Public Services	Citizen's Shop and Library	220m
Others	GNR (National Guard) and Firefighters Cultural Centre CTT (Post Office) Main Church Parish Council	450m 110m 115m 100m 220m

MUNICIPALITY OF TONDELA	
Location of the Mobility Hub Nº1 (15)	
Avenida Das Comunidades (Transport Coordination Centre)	

Type of Services and Associated Features	Taxi Stand (with "Ir e Vir" Mobility Service); Electric Vehicle and Bike Charging Stations; Pedestrian Route Integration and Access to Cycling Lanes; Food court area; Improvement of parking and shelter (solar energy production); Waiting area with better conditions for users; Real-time scheduling information; Delivery lockers and pickup points; Interactive tourist information system.
Investment Forecast	Refurbishment of an existing building with new IE [120 000 €]

The location defined for the mobility hub is an existing building called the Centro de Coordenação de Transportes (Transport Coordination Centre). Located in Tondela, it is served by a well-maintained road network, with direct access to IP3 and pedestrian and road connections to the city centre and relevant services. This infrastructure has bus parking, an arrival and departure passenger interface, a service area for sales/information, a waiting area, public restrooms, and vehicle parking. Nearby, there is a bike-sharing station.

Infrastructures	Name	Distance
Health Units	Tondela Hospital	800m
Educational Institutions	Secondary School of Tondela / Primary School of Tondela and EB0	On-site
Industrial Areas	ZIM Adiça ZIM Lajedo	4,2kms 9,4kms
Municipal Services	Municipality Headquarters	1,2kms
Leisure/Recreational Areas	Urban Park Dinha River Park Acert Stadium Ecopista (Greenway)	700m 2,2kms 900m 2kms 2,4kms
Others	Museum of Terras de Besteiros	1,1kms

Location of the Mobility Hub Nº2 (16)	
Zona Industrial da Adiça [Industrial Zone of Adiça]	
Type of Services and Associated Features	Taxi Stand (with "Ir e Vir" Mobility Service); Carpooling Meeting Points; Heavy vehicles specific Park; BORA! Station; Smart lighting and video surveillance; Waiting area and dining facilities; Heavy vehicle washing area; Public Restrooms with showers; Public Wi-Fi; Parcel Locker Service.
Investment Forecast	New Infraestruture and Park [100 000 €]

The location defined for the mobility hub is (currently) a parking lot located in the ZIM (Industrial Zone) Adiça. The aim is to create conditions for the freight transport service associated with ZIM, given the need for scheduling coordination, parking for heavy vehicles, and security for goods and human resources. The hub will also provide facilities for ZIM workers, offering a connection from ZIM to the city centre (and surrounding areas), services, commerce, and more. The integration of the hub with the city will be facilitated through taxis and the 'Ir e Vir' service, with the location situated near a stop on the previously defined urban transport circuit.

Infrastructures	Name	Distance
Health Units	Hospital de Tondela	5kms
Educational Institutions	Escola Secundária de Tondela / Escola Básica de Tondela e EB0 / C.C.T.	5,7kms
Industrial Areas	ZIM Lajedo	9,4kms
Municipal Services	CMTondela / Centro	4,6kms
Leisure/Recreational Areas	Urban Park Dinha River Park Acert Stadium Ecopista (Greenway)	5kms 5,7kms 5,3kms 4,2kms 6kms
Others	Museu Terras de Besteiros Nó IP3	4,5kms 2,5kms

MUNICIPALITY OF VILA NOVA DE PAIVA	
Location of the Mobility Hub (17)	
Near Vila Nova de Paiva City Hall	
Type of Services and Associated Features	"Ir e Vir" Mobility Service; BORA! Station; Waiting area; Parcel Locker Service; Parcel Locker Service; Solar-powered chargers; Carpooling Meeting Points (ecological)
Investment Forecast	New IE [250 000€]

Description

The solution involved defining a convergence point in Vila Nova de Paiva to ensure minimal distance to existing facilities and services. This location allows access to a wide range of services within a 5-minute walk or bike ride, including bike-sharing, the 'Ir e Vir' service, taxis, public services, post office, leisure spaces, restaurants, shops, and public restrooms. The new hub will modernize the existing bus stop near the City Hall, integrating photovoltaic panels for green energy, and providing charging stations for bikes and electric equipment

Infrastructures	Name	Distance
Health Units	Health Centre	350 m
Educational Institutions	School Group of Vila Nova de Paiva	450 m
Business Centres	Casa das Caldeirinhas (Coworking Space)	50 m
Industrial Areas	Vale do Forno Industrial Zone	2.200 m
Municipal Services	Municipality Headquarters	20 m
Commercial Areas	Restaurants, Commercial Establishments	until 100 m
Leisure/Recreational Areas	Leisure Zone – Playground for children	50 m
Others	Tourist Information Centre Carlos Paredes Municipal Auditorium	260 m
	Bike Sharing	350 m
	"Ir e Vir" Service, Parking Lot, Electric Car Charging Station	Nearby
	GNR Territorial Post	260 m
	Firefighters	100 m

	Urban Park of Vila Nova de Paiva	700 m
	Quinta da Azenha River Beach	4.500 m
	Sports Park / Municipal Pools	400 m

ALREADY IMPLEMENTED:

Municipality of Viseu (A)

Description
The Municipality of Viseu currently has a new transport hub, where almost all functionalities have been implemented, offering a modern and efficient service. This hub centralizes various transportation options, providing citizens and visitors with a more integrated and faster commuting experience. The infrastructure was designed to meet current needs and ensure smooth operation, aligned with best urban transport practices. While the inclusion of new functionalities could be considered, they would be minor adjustments or additions with little significant impact.

Municipality of São Pedro do Sul (B)

Description

Successful case of this approach in the territory is the São Pedro Intermodal Transport HUB, which had an investment of more than 850.000 €, supported by European funds (C2020), and is the main stop for public transport in the municipality. In addition to buses, the Intermodal Transport Centre also guarantees the use of alternative means of travel, namely with electric bicycles and scooters, which are available in the city. In addition, this Mobility Hub
includes:

- Connection with Urban Regeneration Areas, therefore promoting soft mobility
- a waiting area for passengers
- a suitable waiting/resting area for bus drivers
- a nearby (50meters) tourist office to welcome arriving tourists
- a nearby (200meters) park and river beach
- access to the centre of the municipality (spa centre) by various means of transport.

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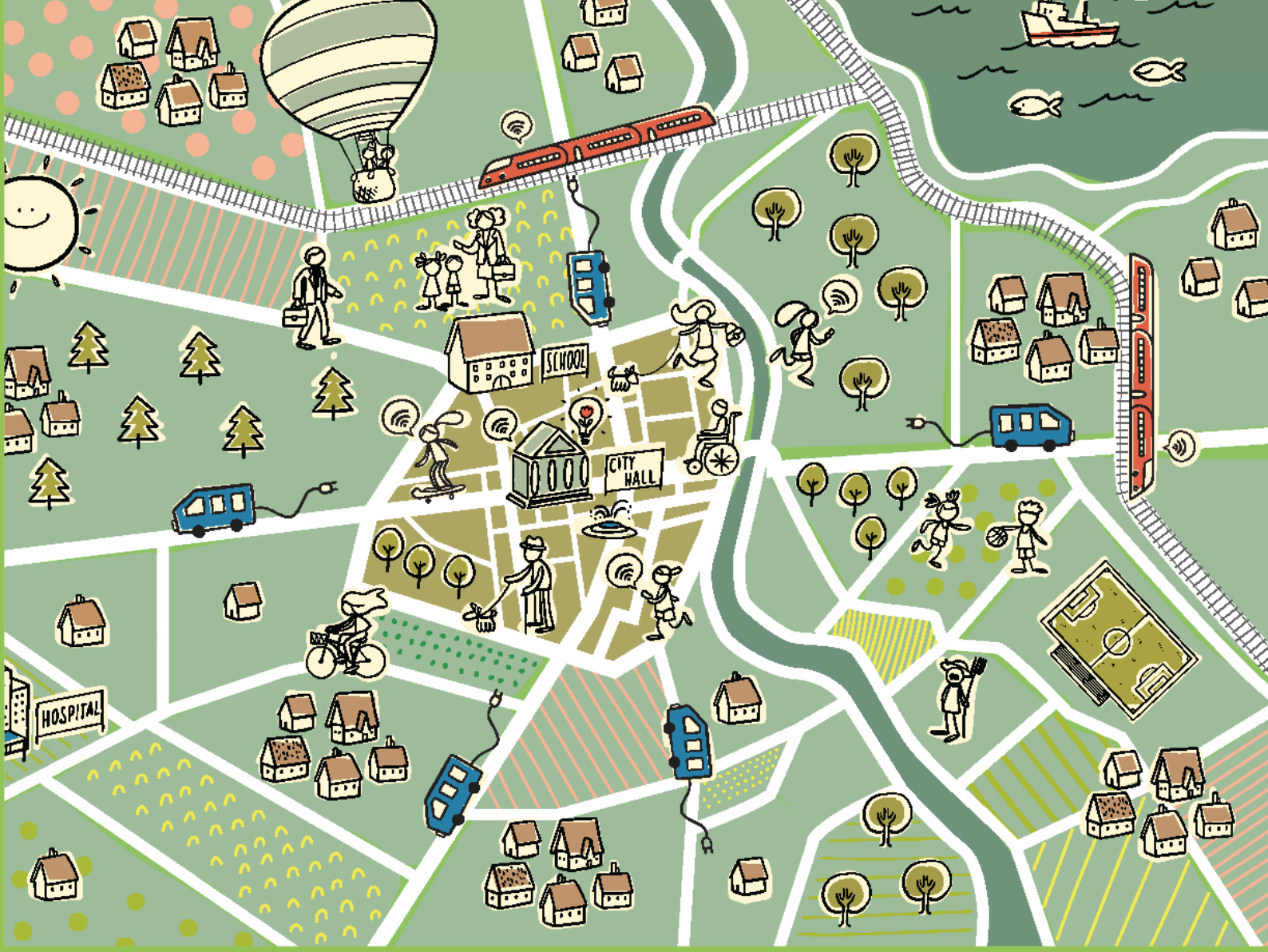

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