URBACT
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Interreg
PUMA
Plans for Urban Mobility Actions

PUMA FINAL REPORT

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Final Reflection

The PUMA network supported cities in turning strategic ambition into concrete, integrated action for urban mobility. Through the development of Integrated Action Plans, partner cities translated shared learning, testing and collaboration into locally grounded solutions aligned with European priorities.

This Final Report captures that collective journey – highlighting diverse local pathways, common challenges and key lessons learned. The plans presented here are not endpoints, but living documents designed to guide implementation and inspire further change towards more people-centred mobility systems.

From projects to practice: why integrated mobility planning matters

Urban mobility has become one of the key arenas where contemporary urban challenges intersect. Climate objectives, public health, spatial justice, economic accessibility and the quality of everyday life increasingly depend on how cities plan, manage and prioritise movement. At the same time, mobility remains one of the most fragmented policy fields, often addressed through isolated projects, sectoral strategies or short-term interventions.

The PUMA network – Plans for Urban Mobility Actions – was created to respond to this gap. As an URBACT action planning network, PUMA did not aim to exchange best practices or promote ready-made solutions. Instead, it focused on supporting cities and regions in developing IAPs that translate strategic ambitions into coherent, implementable frameworks for change in urban mobility.

The partner cities and regions participating in PUMA started from very different positions. They differed in size, governance structures, territorial context and previous experience with integrated mobility planning. Some partners were updating existing plans, others were working with fragmented sectoral documents or addressing mobility challenges for the first time in a more integrated way. What they shared, however, was a common recognition that mobility planning can no longer be treated as a purely technical or infrastructural exercise.

Throughout the network's work, mobility was approached as an integrated policy domain, closely linked to land use, public space, social inclusion, safety, health and environmental objectives. Rather than focusing on individual modes or projects, PUMA encouraged partners to reflect on governance arrangements, institutional cooperation, stakeholder involvement and the capacity needed to move from plans to implementation.

The IAPs developed within the PUMA network are therefore not standalone mobility strategies. They are place-based responses to shared challenges, shaped by local contexts but informed by transnational exchange and peer learning. The value of the network lay not only in the final documents produced, but in the process through which cities learned to work differently – across departments, with stakeholders, and with a stronger focus on long-term impact and feasibility.

This final report reflects on that journey. It looks beyond individual actions to explore how integrated mobility planning was understood, tested and translated into practice across the PUMA network. It highlights common themes, local responses and key lessons learned, offering insights for cities and practitioners seeking to strengthen the link between strategic planning and real change on the ground.

Different starting points, shared challenges

The cities and regions participating in the PUMA network entered the action planning process from markedly different starting points. They differed in size, institutional capacity, governance arrangements and previous experience with integrated mobility planning. Some partners were already working with SUMPs or similar strategic frameworks, while others relied on fragmented sectoral documents or project-based interventions. These differences strongly shaped how the work on IAPs unfolded in each local context.

Despite this diversity, the baseline analysis revealed a set of challenges that were widely shared across the network. Car dependency remained a dominant feature in most partner cities, often reinforced by land-use patterns, dispersed development and limited alternatives to private car use. Even where sustainable mobility objectives were formally recognised, they were frequently addressed through isolated measures rather than integrated approaches.

Another common challenge concerned governance and coordination. Responsibilities for mobility-related issues were often spread across multiple departments and institutions, with limited mechanisms for cross-sectoral cooperation. This fragmentation made it difficult to align transport planning with public space management, road safety, climate objectives or social inclusion policies. In several cities, mobility was still treated primarily as a technical or infrastructural domain, rather than as a transversal policy area with strong social and spatial implications.

Data availability and use represented a further shared issue. While cities collected large amounts of information, data was not always accessible, comparable or used strategically to inform decision-making. This limited the ability to prioritise actions, assess trade-offs or monitor progress in a consistent way. In some cases, the lack of reliable data reinforced a reliance on short-term solutions and politically visible projects.

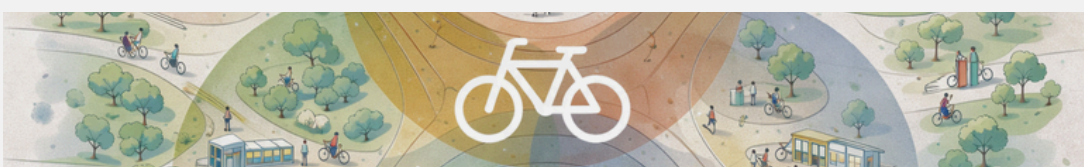
The baseline also highlighted significant differences in institutional capacity and experience with participatory processes. Some partners had established traditions of stakeholder engagement, while others were experimenting with more inclusive approaches for the first time. This affected both the pace of the work and the scope of ambitions embedded in the IAPs.

These uneven starting points were not treated as a weakness within the PUMA network. On the contrary, they became a key asset for transnational exchange. By making differences explicit, partners were able to reflect on their own assumptions, learn from alternative approaches and test new ways of working. The diversity of contexts helped shift discussions away from the transfer of ready-made solutions towards a deeper understanding of how integrated mobility planning can be adapted to different institutional and territorial realities.

In this sense, the baseline did not serve as a static diagnostic exercise. It functioned as a reference point against which progress could be assessed and learning articulated. The development of IAPs allowed cities to move beyond describing challenges towards identifying coherent, place-based responses that acknowledged constraints while opening up new pathways for action.

Integrated mobility as a thematic framework

Across the PUMA network, IAPs addressed a wide range of local challenges, yet clear thematic patterns emerged. While the scale, scope and institutional context differed from one partner to another, cities were often grappling with similar questions – how to rebalance street space, how to reduce car dependency without excluding certain groups, and how to strengthen governance arrangements in order to move from plans to implementation. Framing mobility as an integrated policy domain allowed these shared challenges to be addressed in different but comparable ways.



Walking and liveability
Many IAPs placed walking at the centre of mobility planning, not only as a mode of transport but as a foundation for liveable neighbourhoods. Improving pedestrian conditions was closely linked to broader objectives such as public space quality, health, safety and local accessibility. Rather than focusing exclusively on infrastructure standards, cities reflected on how walking environments are shaped by land-use patterns, street design, traffic management and everyday practices.

In several contexts, this led to a stronger emphasis on neighbourhood-level interventions, traffic calming and the reallocation of street space. Walking was increasingly framed as a cross-cutting issue, requiring coordination between mobility planning, urban design and public space management.

Parking, public space and road safety
Parking emerged as a critical leverage point in many IAPs. Cities recognised that parking policies strongly influence travel behaviour, the use of public space and perceptions of safety. Addressing parking was often politically sensitive, yet it proved difficult to advance broader mobility objectives without engaging with this topic directly.

Within the network, parking was approached not as an isolated technical issue but as part of a wider discussion on street hierarchies, road safety and competing demands for space. Several IAPs explored ways to balance access needs with the creation of safer, more inclusive streets, particularly for pedestrians and cyclists. Road safety considerations were increasingly integrated into spatial and regulatory measures, rather than treated as a separate policy field.

Governance and coordination
Governance-related challenges featured prominently across the IAPs. Fragmented responsibilities, limited coordination between departments and weak links between strategic planning and daily operations were commonly identified barriers to implementation. As a result, many partners used the IAP process to clarify roles, strengthen interdepartmental cooperation and establish more structured decision-making processes.

Rather than proposing new strategies in isolation, IAPs often focused on improving how existing policies and plans interact. This included aligning mobility objectives with spatial planning documents, climate strategies or public space frameworks. In several cases, governance-related actions were seen as a prerequisite for any meaningful progress in technical or infrastructural measures.

Access, inclusion and low-density contexts
While many mobility challenges were shared, the network also highlighted the importance of context. Partners operating in low-density, peripheral or rural-urban settings faced different constraints than compact urban centres. Ensuring access to services, jobs and education without reinforcing car dependency was a recurring concern.

IAPs in these contexts often combined mobility measures with broader discussions on service provision, spatial structure and demand management. Social inclusion considerations featured strongly, particularly in relation to groups with limited transport choices. This reinforced the understanding of mobility as a question of access rather than movement alone.

Data, monitoring and behaviour change
Several IAPs addressed the role of data and monitoring as enabling conditions for integrated mobility planning. Cities reflected on how data is collected, shared and used across departments, and how this influences prioritisation and evaluation. Improving data practices was often linked to a stronger focus on monitoring progress and adjusting actions over time.

In parallel, behaviour change was recognised as an essential component of mobility transitions. Rather than relying solely on infrastructural investments, IAPs increasingly combined regulatory measures with communication, engagement and incentive-based approaches. This integrated perspective supported a shift from one-off projects towards more adaptive and learning-oriented planning practices.

While the IAPs developed within the PUMA network respond to diverse local contexts, they are clearly anchored in a shared thematic focus. Across all partners, recurring priorities emerged around walking and public space, parking and road safety, governance and coordination, access and inclusion, as well as data, monitoring and behaviour change. These common themes provided a network-wide framework within which local IAPs were developed, adapted and refined.

IAPs in focus – local responses to shared challenges

While the PUMA network addressed mobility through shared themes and common learning, the IAPs developed by partners clearly reflect the diversity of local contexts. Each plan responds to specific territorial, institutional and social conditions, translating network-level learning into place-based action. The following profiles highlight how cities and regions framed their mobility challenges and priorities within their IAPs, focusing on what was distinctive in each local approach.

Cento (Italy)

Cento's Integrated Action Plan reflects the situation of a medium-sized municipality with a highly dispersed settlement structure, where nearly half of the population lives in surrounding hamlets and daily mobility is strongly car-dependent. Rather than focusing on large-scale spatial transformations, the IAP addresses very concrete gaps in accessibility, especially for vulnerable groups, by prioritising inclusive, flexible and people-centred mobility solutions.

The plan places particular emphasis on improving access to public transport, including the introduction of an on-demand transport system and the creation of a local support point to help residents - especially elderly people, young people, migrants and families - navigate public transport services and subscriptions. These actions respond directly to the lack of flexible alternatives to the private car and the digital barriers faced by many users.

Active mobility is promoted in a pragmatic and incremental way, with a focus on everyday walking and cycling safety rather than network-wide redesign. Measures such as low-traffic and pedestrian-priority zones in the historic centre, school streets and targeted cycling infrastructure improvements aim to make short trips safer and more attractive, while gradually building local acceptance for change.

A strong added value of Cento's IAP lies in its integrated governance and participatory approach. The plan builds on cross-departmental cooperation within the municipality and sustained engagement through the URBACT Local Group, with particular attention to voices that are often underrepresented in mobility planning. In this sense, the IAP serves not only as an action-oriented document, but also as a capacity-building tool supporting Cento in moving towards its first Sustainable Urban Mobility Plan (SUMP).

Dienvidkurzeme (Latvia)

Dienvidkurzeme's Integrated Action Plan reflects the realities of a large, predominantly rural municipality with dispersed settlements, long travel distances and strong dependence on private cars. With five small towns and 26 parishes spread across a vast territory, the IAP focuses on improving fair and reliable access to services, education and jobs - particularly for residents of low-density areas.

The plan positions public transport as the backbone of regional mobility, closely linked to the functional relationship with the neighbouring city of Liepāja. Priority is given to simplifying bus routes and timetables, introducing integrated ticketing and developing mobility hubs to improve usability, predictability and intermodality across the wider urban-rural system.

Active mobility is addressed in a targeted and context-sensitive way, focusing on small towns where walking and cycling can realistically replace short car trips. These measures are supported by school-oriented travel campaigns and safety actions that encourage gradual behaviour change.

Overall, the IAP stands out for its strong integrated approach, aligning municipal actions with regional and national frameworks while embedding social inclusion, accessibility and gradual digitalisation. It also serves as a strategic stepping stone towards a future Sustainable Urban Mobility Plan for the wider Liepāja agglomeration.

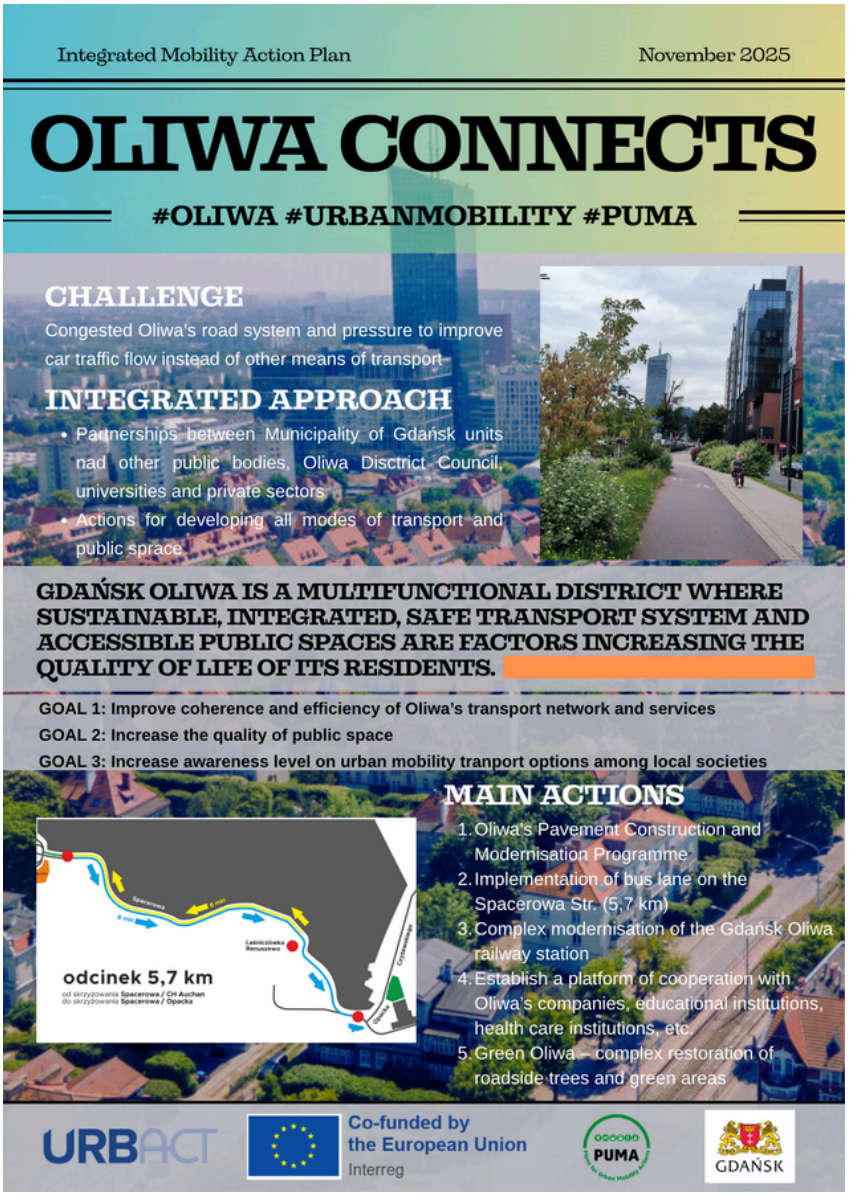
Gdańsk (Poland)

The Integrated Mobility Actions Plan for Gdańsk's Oliwa district addresses the challenges of a dense, multifunctional urban area that combines residential neighbourhoods, major employment centres, universities and strong daily inflows of commuters and visitors. As one of the first district-level mobility plans developed in Poland, the IAP translates city-wide mobility goals into locally tailored actions responding to everyday movement patterns and spatial constraints.

The plan prioritises walking and public transport as the foundation of local mobility, reflecting high pedestrian flows, strong rail and tram accessibility and the need to improve comfort, safety and accessibility in public space. Particular attention is given to pedestrian infrastructure, school surroundings and key transfer corridors, supported by data-driven analyses and local pilot actions.

Active mobility measures focus on closing gaps in the cycling network and improving connections between Oliwa, neighbouring districts and Sopot, while managing conflicts between different users in a historic and space-constrained environment. At the same time, the IAP tackles traffic pressure on key corridors, parking management and freight-related challenges linked to tourism and large traffic generators.

A core strength of the Oliwa IAP lies in its strong integration with city and metropolitan policies, as well as intensive stakeholder involvement. Developed through a broad URBACT Local Group and close cooperation between municipal departments, the plan serves as a testing ground for neighbourhood-scale solutions that can inform wider mobility policies in Gdańsk and beyond.



Green Region – Tauragė (Lithuania)

The Green Region Integrated Action Plan addresses mobility challenges at the scale of a predominantly rural region composed of several small and medium-sized towns, characterised by dispersed settlement patterns, high car dependency and limited modal choice. Covering the wider Tauragė region, the IAP responds to declining population, long travel distances and uneven access to services, particularly for residents of rural areas.

The plan focuses on strengthening public transport as the core of regional mobility, supported by route optimisation, timetable coordination and digital tools such as unified ticketing and real-time passenger information. Particular attention is given to pupils' transport and everyday accessibility to education, healthcare and public services, reflecting the social role of mobility in low-density contexts.

Active mobility is addressed through a region-wide approach to walking and cycling, aiming to improve safety, continuity and basic quality standards rather than create high-end infrastructure. The IAP prioritises filling missing links, upgrading existing pedestrian and cycling routes and improving conditions in municipal centres, while recognising the limitations of non-motorised transport in sparsely populated areas.

A key strength of the Green Region IAP lies in its strong analytical foundation and multi-level integration. The plan aligns regional actions with municipal strategies and national planning frameworks, while providing a common reference point for coordinated implementation across the region. In this sense, the IAP functions as both an action plan and a strategic framework supporting more coherent and integrated mobility governance in the Tauragė region.

Larissa (Greece)

Larissa's Integrated Action Plan builds on the city's long-standing commitment to sustainable urban mobility and its role as one of the first Greek cities to adopt a Sustainable Urban Mobility Plan. As a regional capital and a major transport hub in central Greece, Larissa faces persistent challenges related to car dependency, fragmented active mobility networks and unequal accessibility across neighbourhoods.

The IAP focuses on strengthening active mobility and regulating car use in a dense urban context, with particular attention to walking, cycling and safer street design. Key measures include the expansion of pedestrian and cycling routes, traffic calming at critical intersections and the introduction of controlled parking zones to reduce car dominance in central areas and support a shift towards more sustainable modes.

A distinctive feature of Larissa's IAP is its strong emphasis on smart and innovative mobility solutions, most notably the successful testing and roll-out of a shared e-bike system. The "eCycle Larissa" pilot provided concrete evidence of citizens' willingness to shift short trips away from private cars, while also highlighting infrastructure and safety gaps that are now directly addressed through the IAP.

The plan is firmly embedded in integrated governance and participatory planning, closely aligned with the city's SUMP and Sustainable Urban Development Strategy. Developed through an active URBACT Local Group and supported by robust monitoring and funding frameworks, the IAP positions Larissa as a testing ground for scalable, people-centred mobility solutions that can inform wider urban mobility policies in Greece and beyond.

Liepāja (Latvia)

TLiepāja's Integrated Mobility Action Plan 2035 builds on the city's role as a regional centre and one of Latvia's most advanced examples of strategic mobility planning. Facing growing car traffic despite population decline, the IAP responds to rising motorisation, falling public transport use and increasing pressure on the urban street network.

The plan focuses on a balanced shift towards public transport, active mobility and safer streets, supported by a clear long-term vision and scenario-based planning. Key priorities include the expansion of continuous cycling corridors, traffic calming in residential areas and the modernisation of public transport, with Liepāja Central Station redeveloped as a fully accessible regional mobility hub linking city and hinterland.

A distinctive feature of the IAP is its strong analytical and implementation-oriented approach. The plan is grounded in repeated mobility surveys, scenario modelling and clearly defined modal split and emission targets, translating strategic ambitions into a phased investment programme up to 2035. Digitalisation, including integrated ticketing and MaaS tools, plays a central role in improving user experience and system efficiency.

The Liepāja IAP is firmly embedded in multi-level governance and urban–rural integration, reflecting the city's functional relationship with the South Kurzeme region. Developed through an active URBACT Local Group and aligned with national and regional strategies, the plan positions Liepāja as a testing ground for scalable, data-driven and people-centred mobility solutions in Latvia.

Nova Gorica (Slovenia)

Nova Gorica's Integrated Action Plan addresses the specific challenges of a cross-border urban area shared with the Italian city of Gorizia, shaped by historical division, fragmented mobility systems and strong car dependency. Developed in the context of the GO! 2025 European Capital of Culture, the IAP uses sustainable mobility as a tool to strengthen everyday cross-border connections and a shared urban identity.

The plan focuses on improving cross-border walking, cycling and public transport, with particular emphasis on continuity and usability across the national border. Key actions include the development of a cross-border cycling loop, harmonisation of public transport routes and ticketing, and the introduction of a shared mobility and accessibility app supporting multimodal and inclusive travel across the twin-city area .

Public space and culture play a central role in the IAP. Trg Evrope (Piazza Transalpina) is positioned as both a symbolic and functional hub, hosting car-free cultural events and serving as a testing ground for tactical urbanism and inclusive public space design. These interventions link mobility, culture and placemaking, reinforcing the visibility and acceptance of sustainable mobility solutions.

A key strength of the Nova Gorica IAP lies in its strong cross-border governance and participatory approach. Coordinated through EGTC GO and developed with an active URBACT Local Group involving stakeholders from both cities, the plan provides a concrete implementation framework that extends beyond project-based cooperation and supports long-term, integrated mobility planning in the cross-border region.

Integrated Action Plan (IAP)

Nova Gorica - Gorizia

GO!

VISION

THE CROSS-BORDER AREA OF NOVA GORICA AND GORIZIA IS A CONNECTED, SUSTAINABLE, AND INCLUSIVE EUROPEAN TWIN-CITY, WHERE MOBILITY, CULTURE, AND COMMUNITY CO-CREATE A SHARED URBAN FUTURE.

MAIN GOAL

BY 2030, NOVA GORICA AND GORIZIA WILL BECOME A EUROPEAN MODEL FOR INCLUSIVE, SUSTAINABLE, AND CULTURALLY DRIVEN URBAN MOBILITY, REDUCING CAR DEPENDENCY AND ENHANCING QUALITY OF LIFE THROUGH CROSS-BORDER COOPERATION.

MAIN CHALLENGES

- High car dependency and a fragmented mobility network.
- Disconnected cycling & walking routes.
- Weak cross-border intermodality.
- Limited inclusive public spaces.
- Cultural events that overload existing transport.

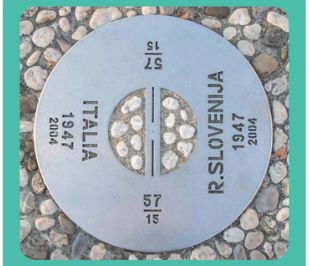
INTEGRATED APPROACH

- Culture – GO! 2025 as a driver of cross-border cooperation and urban regeneration.
- Mobility – coordinated low-carbon transport systems connecting both cities.
- Digitalisation – smart tools enabling seamless and inclusive mobility.
- Inclusion – universal design and participatory planning for all users.
- Green Transition – promotion of sustainable, low-emission mobility and public space renewal.

KEY ACTIONS

1. Cross-Border Cycling Loop – creation of a safe, connected cycling network across both cities.
2. Car-Free Culture Days – events promoting walking, cycling, and sustainable mobility.
3. Mobility & Accessibility App – a digital tool enabling real-time, accessible, and sustainable travel.
4. Harmonized Public Transport – coordinated routes, schedules, and integrated ticketing.
5. Tactical Urbanism for Inclusion – participatory redesign of public spaces to enhance inclusivity.

TRG EVROPE / PIAZZA TRANSALPINA



A symbolic and functional heart of the twin-city. This shared public space embodies the spirit of European integration, accessibility, and cooperation, serving as a focal point for cultural exchange and sustainable mobility.

URBACT Co-funded by the European Union Interreg PUMA

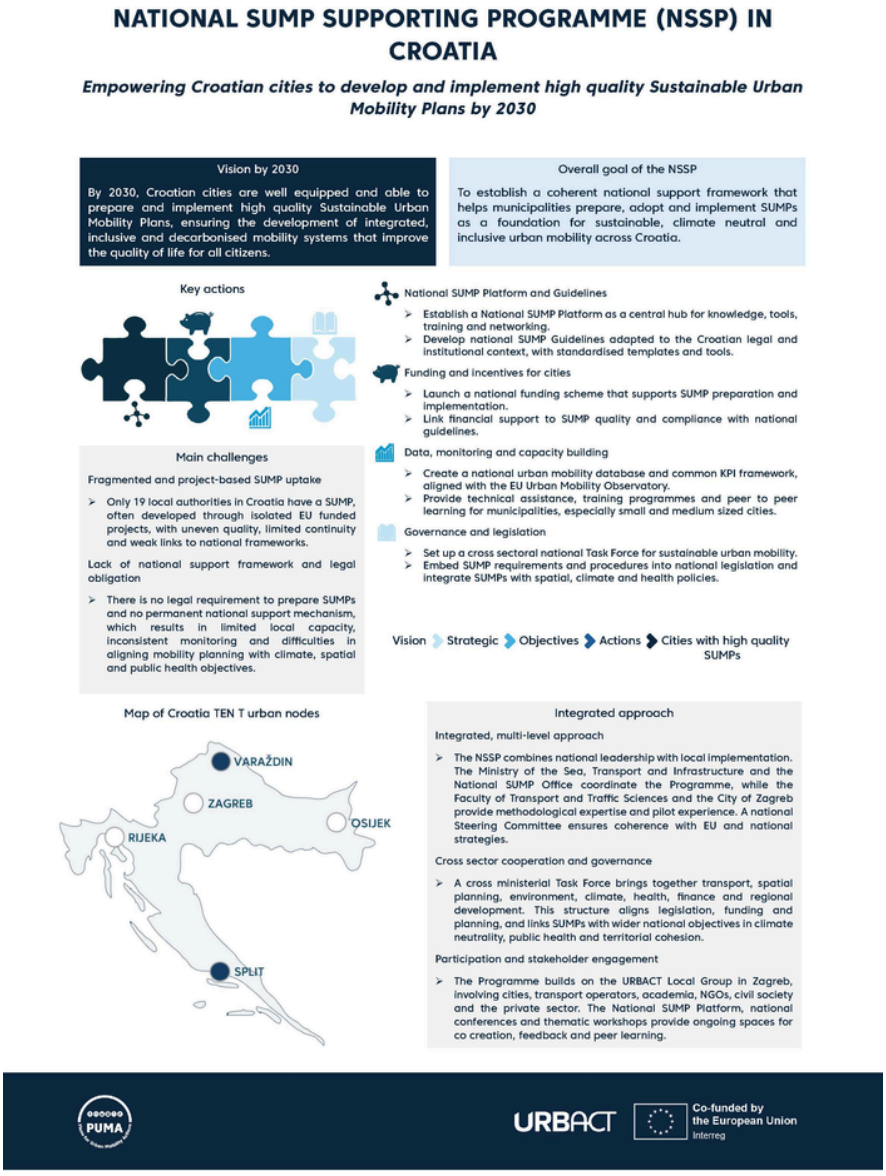
University of Zagreb (Croatia)

The Integrated Action Plan developed by the University of Zagreb addresses sustainable urban mobility at the national level, responding to the lack of a coherent framework supporting the preparation and implementation of Sustainable Urban Mobility Plans (SUMPs) in Croatia. While SUMPs are promoted at EU level, their uptake in Croatia remains limited, fragmented and largely project-driven, particularly among small and medium-sized municipalities.

The IAP focuses on the creation of a National SUMP Supporting Programme, designed to provide municipalities with structured institutional, technical and financial support. Key components include the establishment of a national SUMP platform, the development of Croatian SUMP guidelines, capacity-building and training programmes, harmonised data collection and monitoring systems, and the introduction of stable funding mechanisms linked to SUMP quality standards.

A core strength of the plan lies in its systemic and integrated approach, combining legislative, financial and governance measures into a single national framework aligned with EU mobility, climate and digitalisation policies. Developed through a strong URBACT Local Group involving national ministries, cities, academia and civil society, the IAP demonstrates how local participatory processes can be scaled up to inform national policy design.

Overall, the Zagreb IAP positions the University of Zagreb as a knowledge broker and catalyst for systemic change, offering a transferable model for countries facing similar gaps in national support for sustainable urban mobility planning.



Viladecans (Spain)

VViladecans' Integrated Action Plan addresses mobility challenges in a dense metropolitan context within the Barcelona Metropolitan Area, where transport accounts for almost 60% of local CO_2 emissions. Building on the city's strong strategic framework, including the Viladecans 2030 Strategy and the Local Urban Agenda, the IAP positions mobility as a key lever for achieving climate neutrality by 2030 and net negative emissions by 2050.

The plan is centred on a clear modal shift away from private motorised transport, combining measures that promote walking, cycling and public transport with deliberate strategies to discourage car use. Key actions include the expansion and monitoring of the Low Emission Zone, reallocation of street space towards pedestrians and cyclists, optimisation of parking supply and the extension of public transport services to underserved neighbourhoods.

A distinctive feature of the Viladecans IAP is its strong integration with metropolitan governance and digital tools. The plan aligns closely with Barcelona Metropolitan Area policies and introduces data-driven mobility management through a Mobility Control Centre, environmental monitoring and digital platforms supporting both regulation and user information.

Developed through an extensive URBACT Local Group involving municipal departments, metropolitan authorities, civil society and research institutions, the IAP functions as a "plan of plans". It provides a qualitative and strategic framework that prepares the ground for the upcoming Sustainable Urban Mobility Plan, while already enabling concrete action through pilots such as the School Bike Bus and public space activation initiatives.

Co-production and ULGs – how IAPs were built

Co-production was a central element of the PUMA approach, shaping not only the content of the IAPs but also the way mobility planning was understood and practised by partner cities and regions. Across the network, Urban Local Groups (ULGs) played a key role in bringing together different perspectives, experiences and types of knowledge related to mobility. The composition of ULGs varied depending on local context. In most cases, they included representatives of municipal departments responsible for transport, spatial planning, public space or environment, alongside public transport operators, NGOs, local institutions and, in some cities, residents and grassroots initiatives. While the balance between these actors differed, a common challenge was moving beyond formal consultation towards more meaningful engagement. The dynamics within ULGs evolved over time. Initial meetings often focused on identifying problems and aligning expectations, while later stages increasingly shifted towards prioritisation, feasibility and implementation. In several cities, the IAP process helped to break down silos between departments and encouraged more regular cooperation around mobility-related issues. The role and functioning of ULGs differed across partner cities. In some contexts, ULGs were strongly administration-led, focusing on coordination between municipal departments, while in others they relied more heavily on external stakeholders and local initiatives. Common barriers included limited time, staff turnover and uneven levels of engagement. At the same time, quick wins were most visible where ULG work was supported by small scale actions, helping to build trust and demonstrate the value of collaboration.

A range of tools and methods was used to support co-production, including workshops, mapping exercises, site visits, surveys and small-scale testing. Rather than following a fixed methodology, partners adapted URBACT tools to local capacities and needs. This flexibility proved important, particularly in contexts with limited experience of participatory planning .At network level, several working formats proved particularly valuable. Structured peer feedback on draft IAPs, collective review sessions and the exchange of experiences related to small scale actions functioned as key network tools, supporting learning, reflection and continuous improvement throughout the planning process.

Small scale actions played a complementary but highly practical role in the development of IAPs, allowing partners to test ideas, build shared understanding and reduce uncertainty before committing to longer-term measures. In several cases, these activities helped translate strategic discussions into more concrete reflections, making mobility challenges more tangible for stakeholders and decision-makers.

In Cento, small scale actions did not take the form of physical pilots, but focused instead on process-oriented testing, including internal coordination, scenario discussions and reflection on feasibility and local acceptance of proposed measures. This approach allowed the municipality to explore potential directions for change in a cautious and context-sensitive way, helping to refine the scope and ambition of actions included in the IAP.

In Viladecans, testing actions were closely linked to soft measures and behavioural change, most notably through the Bike Bus initiative. Rather than piloting regulatory instruments, these activities tested social acceptance, interdepartmental cooperation and stakeholder engagement mechanisms, providing insights into how more ambitious mobility measures could be introduced and communicated in the future.

In Gdańsk (Oliwa district), small scale actions took the form of targeted research and neighbourhood-level analysis. Surveys, observations and spatial assessments were used to better understand travel behaviour, parking patterns and perceptions of safety. These insights directly informed the prioritisation of actions and strengthened the evidence base of the district-level IAP.

In Dienvidkurzeme, small scale actions focused primarily on cycling-related events and promotional activities, aimed at increasing the visibility of active mobility in a predominantly rural context. These initiatives helped build local awareness, test community engagement and identify practical barriers to everyday cycling across dispersed settlements. Rather than generating extensive datasets, the actions supported learning about behavioural responses and informed the definition of realistic, capacity-sensitive measures included in the IAP.

Across the network, these activities supported learning-by-doing and strengthened local ownership of proposed measures. Rather than serving as standalone pilots, small scale actions functioned as an integral part of the IAP development process, bridging the gap between strategic intent and implementable solutions.

Despite positive outcomes, co-production was not without challenges. Limited time, competing priorities and varying levels of stakeholder commitment affected the depth of engagement in some cases. Nevertheless, the ULG process contributed to a broader shift in planning culture, reinforcing the value of collaboration, dialogue and shared responsibility in mobility planning.

The value of transnational exchange

Transnational exchange was a defining feature of the PUMA network, creating space for learning beyond local and national contexts. Rather than promoting the transfer of ready-made solutions, the network emphasised inspiration, reflection and critical dialogue.

Peer learning took place through regular meetings, workshops, site visits and structured feedback sessions. These moments allowed partners to compare approaches, question assumptions and reflect on their own practices. Exposure to different institutional settings and scales helped cities better understand the contextual nature of mobility challenges and solutions.

Feedback on draft IAPs was a particularly valuable element of the transnational process. Discussing plans with peers encouraged partners to clarify priorities, strengthen integration across policy areas and assess the feasibility of proposed actions. This iterative exchange supported more robust and realistic planning outcomes. Concrete examples of this exchange can be found throughout the network process. During transnational meetings, partners presented draft IAPs and received structured feedback from peers, allowing them to test assumptions and strengthen the coherence of their plans. In Nova Gorica, the use of IAP posters as a discussion tool supported collective reflection and constructive critique, helping partners to clarify priorities and implementation logic.

In several cases, transnational discussions directly influenced how local challenges were reframed. For example, exchanges on parking management and governance in cities such as Cento and Viladecans helped partners move beyond isolated technical measures towards more integrated policy approaches. Rather than copying specific solutions, cities drew inspiration from how others addressed similar challenges within different institutional and spatial contexts.

The diversity of the network – including cities, regions and an academic partner – further enriched discussions. Differences in experience and capacity became a resource rather than a barrier, enabling mutual learning and fostering a sense of shared purpose. The network structure provided continuity and trust, allowing more open and constructive exchanges over time.

Overall, transnational cooperation within PUMA strengthened partners' confidence in addressing complex mobility challenges. It reinforced the understanding that integrated mobility planning is not about copying solutions, but about adapting ideas, processes and governance arrangements to local realities.

From baseline to IAP – what really changed

The transition from the baseline analysis to the final IAPs illustrates a clear shift in how mobility planning was approached across the PUMA network. While the baseline captured existing challenges and structural constraints, the IAPs demonstrate how cities and regions moved towards more integrated, strategic and implementable responses.

This shift can be observed in several partner contexts. In Cento, the baseline highlighted a fragmented and cautious approach to mobility, shaped by incremental measures and strong sensitivity to local constraints. Through the IAP process, this perspective evolved towards a more integrated understanding of mobility, in which issues such as parking, traffic regulation and public space were no longer treated as isolated topics, but as interrelated elements requiring coordinated decision-making.

In Dienvidkurzeme, the baseline revealed significant structural constraints linked to the municipality's recent administrative reorganisation and highly dispersed settlement pattern. The IAP responded by adopting a phased and realistic approach, prioritising capacity building, community engagement and gradual implementation over ambitious infrastructure-led solutions that would be difficult to deliver in the short term.

In Viladecans, the transition from baseline to IAP marked a shift from individual mobility actions towards a more coherent policy framework. The final IAP places stronger emphasis on governance, monitoring and cross-departmental cooperation, ensuring that mobility measures are embedded within broader sustainability, climate and social policies.

Between the baseline analysis and the finalisation of IAPs, the network roadmap and intermediate working stages played an important role. They provided partners with structured moments to move from diagnosis to decision-making, helping to narrow priorities, test assumptions and gradually shift the focus from challenges to feasible actions.

One of the most visible changes was a shift in thinking. Mobility was increasingly framed as a transversal policy field, closely linked to spatial planning, public space, social inclusion and environmental objectives. This broader perspective helped partners move beyond mode-specific or project-based approaches.

Integration across policies also became more explicit. IAPs increasingly connected mobility actions with existing strategies and plans, strengthening coherence and reducing fragmentation. Rather than proposing isolated measures, partners focused on aligning objectives, responsibilities and timelines.

A stronger focus on implementation was another key change. Compared to earlier planning documents, the IAPs place greater emphasis on governance, coordination, monitoring and capacity building. This reflects a more realistic understanding of local constraints and the need to create enabling conditions for action.

Finally, planning itself was increasingly understood as a living process. The IAPs were not treated as static documents, but as frameworks that can evolve over time, informed by learning, testing and stakeholder engagement. This shift represents an important legacy of the PUMA process.

Key takeaways and legacy of PUMA

Based on the experience of the PUMA network, a set of key messages emerges that reflects both shared learning and diverse local realities. These takeaways are grounded in the practical work carried out by partner cities and regions and highlight what remains relevant beyond the lifetime of the project.

Integrated mobility requires strong governance and coordination across departments and policy areas.
This was particularly visible in cities such as Viladecans and Larissa, where the IAP process helped clarify responsibilities, strengthen cross-departmental cooperation and better link strategic objectives with implementation frameworks.

Walking and public space are foundational elements of liveable and inclusive mobility systems.
Experiences from Gdańsk (Oliwa) and Nova Gorica showed how improving walking conditions, safety and the quality of public space can act as an entry point for broader discussions on mobility, accessibility and urban quality, adapted to very different spatial and institutional contexts.

Parking management remains a critical and politically sensitive area of intervention.
Discussions in cities such as Viladecans and Cento highlighted that addressing parking is essential to rebalancing street space, improving safety and influencing travel behaviour, while also requiring careful political, institutional and social negotiation.

Implementation capacity is as important as strategic ambition.
Several IAPs placed strong emphasis on governance arrangements, coordination mechanisms, monitoring and phased delivery. This was particularly relevant in contexts such as Dienvidkurzeme, where realistic sequencing and institutional readiness were key to making progress within local constraints.

Co-production strengthens ownership and improves the quality of planning outcomes.
The involvement of URBACT Local Groups across the network helped ground IAPs in local knowledge and experience, supporting more robust prioritisation and increasing commitment to implementation.

Learning-by-doing supports better decision-making.
Small scale actions, targeted research, events and testing activities enabled partners to reflect on assumptions, explore behavioural responses and refine measures before committing to longer-term actions within the IAP framework.

Context matters – solutions must be adapted, not transferred.
The diversity of the PUMA network, spanning cities, regions and a national-level actor, demonstrated that integrated mobility planning must respond to specific territorial, institutional and social conditions.

Beyond individual plans and actions, the legacy of PUMA lies in strengthened capacities, shared understanding and more integrated ways of working. The network experience confirms that mobility planning is not about producing perfect documents, but about building the ability to act, adapt and cooperate over time. These lessons remain relevant for other cities and networks seeking to move from projects to lasting change.

AT A GLANCE:
facts and figures about PUMA

9 partners

10+ transnational events

2.5 years

9 Integrated Action Plans

100+ stakeholders engaged

7 EU countries represented