PLANS FOR URBAN MOBILITY ACTIONS (PUMA)

BASELINE STUDY AND NETWORK ROADMAP

URBACT IV ACTION PLANNING NETWORKS 2023 - 2025

January 2024

URBACT

Co-funded by the European Union
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LEAD PARTNER

Liepāja City Municipality Central Administration, Latvia

PROJECT PARTNERS

Dienvidkurzeme municipality, Latvia

Public Institution “Žaliasis regionas”, Lithuania

Development Organisation of Municipality of Larissa – OLON SA, Greece

University of Zagreb, Faculty of Transport and Traffic Sciences, Republic of Croatia

Gdansk Roads and Green Areas Administration, Gdansk, Poland

Municipality of Cento, Italy

Viladecans City Council, Spain

Regional Development Agency of Northern Primorska ltd., Slovenia

The aim of the Project is to develop/analyse urban mobility plans for cities with different size and realities that contribute to achieve at least 55% reduction of GHG emissions by 2030. Plans will be addressed primarily to a decarbonisation of mobility.

Moreover, these plans also will contribute to the digital transition and equal opportunities to ensure that no one is left behind.

Start of the project: 01/06/2023

End of the project: 31/12/2025

Length of the Project: 31 months

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LIST OF ABBREVIATIONS

EC – European Commission

ECA - European Court of Auditors

EU – European Union

IAP – Integrated Action Plan

IMAP – Integrated Mobility Action Plan

ITS – Intelligent Transportation Systems

LE – Lead Expert

LEZ – Low Emission Zone

LP – Lead Partner

MaaS – Mobility as a Service

NGO – Non-Governmental Organisation

PP / PPs – Project Partner/Partners

PUMA – URBACT IV Action planning network Plans for Urban Mobility Actions

SDG – United Nations Sustainable Development Goals

SUMP – Sustainable Urban Mobility Plan

SWOT - Strengths, Weaknesses, Opportunities, and Threats

ULG – URBACT Local Group

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INTRODUCTION

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The Baseline Study and Network Roadmap for the URBACT IV action planning network Plans for Urban Mobility Actions (furthermore – PUMA) is a key deliverable to be produced during the APN Activation Stage.

The Baseline Study describes the PUMA network challenge, placing it within the context of the EU's urban policy priorities. It provides detail of each city partner's local context as well as expectations for learning and action planning.

The Network Roadmap is a planning tool - developed at network level, co-designed with city partners and informed by the Baseline Study - that sets out the customised exchange and learning methodology for the delivery Integrated Mobility Action Plans (IMAP).

The objectives of the Baseline Study and Network Roadmap are:

- ☑ To deepen and share understanding of the mobility theme in Europe, to ensure that the mobility topic is defined in the most relevant way.
- ☑ To build knowledge of each city in the network, and its policy and practices on the mobility theme.
- ☑ To produce an evidence base that provides the foundations for exchange and learning, capacity building and the development of Integrated Mobility Action Plans.
- ☑ To capture each city's starting point, explore needs and experience and start to clarify objectives for integrated and participative planning at local level.
- ☑ To identify what the network's added value could be in terms of new knowledge, potential links to other ongoing mobility projects, programmes and platforms.
- ☑ To agree and establish the methodology and Roadmap for exchange, learning and action planning at both local and transnational levels.

EU OVERVIEW

EU OVERVIEW

According to the UN-Habitat, 78% of the world's energy is consumed by cities, and more than 60% of greenhouse gas emissions are also produced there (mainly CO2 released by cars), and yet cities only cover 2% of the Earth's surface. It is estimated that in the EU 85% of the citizens will live in urban areas in the coming decades. CO2 emissions are the highest environmental public health risk in European cities, responsible for a high share of deaths. The transport sector has an impact on human health through road fatalities and noise. That is why the current climate emergency needs to be addressed in cities by reducing CO2 emissions in urban areas. Reducing emissions is an international commitment: the EU aims to minimise them by 55% by 2030 and reach carbon-neutral cities by 2050.

The main mobility planning document in European level is Sustainable and Smart Mobility Strategy – putting European transport on track for the future (furthermore – EU Mobility strategy), which is presented and approved in the European Commission on 9th December 2020.

EU Mobility strategy sets a 9-point vision for sustainable and smart mobility in the EU[1]:

1. **Mobility and transport matters to us all.** Free movement of people and goods across is a fundamental freedom of the EU and its single market. The transport sector contributes 5% to European GDP and directly employs around 10 million workers.

2. **Whilst mobility brings many benefits for its users, it is not without costs for our society.** Greenhouse gas emissions, pollution, accidents on roads, congestion, and biodiversity loss affect our health and wellbeing. The transport sector's greenhouse gas emissions have increased over time and represent now as much as a quarter of the EU's total.

3. **The most serious challenge facing the transport sector is to significantly reduce its emissions and become more sustainable.** 55% greenhouse gas reduction target by 2030 and of climate neutrality by 2050 will be reached, only by introducing more ambitious policies to reduce fossil fuels and in synergy with zero pollution efforts.

[1] European Commission. Mobility Strategy: A fundamental transport transformation: Commission presents its plan for green, smart and affordable mobility. https://transport.ec.europa.eu/transport-themes/mobility-strategy_en

4 **A coordinated European approach to connectivity and transport activity are essential to overcome any crisis and strengthen the EU's strategic autonomy and resilience.**

5 **Ensuring that our transport system is truly resilient against future crises must also be a key objective of the EU's transport policy going forward.**

6 **Greening mobility.** Mobility in Europe should be based on an efficient and interconnected multimodal transport system, enhanced by high-speed rail network, cleaner and more active mobility habits and infrastructure in cities that contribute to the good health and wellbeing of their citizens.

7 **Digitalisation will become an indispensable driver for the modernisation of the entire system.** To use digitalisation and automation in order to increase safety, security, reliability, and comfort the EU's leadership and global competitiveness in transport equipment and logistics.

8 **Mobility is available and affordable for all, rural and remote regions are better connected, accessible for persons with disabilities, and also the mobility sector offers good social conditions, reskilling opportunities, and provides attractive jobs.**

9 **A mobility strategy that can deliver a 90% reduction in the transport sector's emissions by 2050**, thereby indicating the necessary ambition for future policies, such as:

By 2023 in Europe	○ at least 30 million zero-emission vehicles ○ 100 climate neutral cities ○ Doubled high-speed rail traffic ○ collective carbon neutral travel of under 500 km within the EU ○ a significant increase of automated mobility
By 2050 in Europe	○ nearly all cars, vans, buses as well as new heavy-duty vehicles will be zero emission ○ doubled rail freight traffic ○ tripled high-speed rail traffic ○ the multimodal Trans-European Transport Network (TEN-T) equipped with high-speed connectivity

Urban mobility in EU policy

The basis for the EU cohesion policy was the Europe 2020 strategy for smart, sustainable and inclusive growth. As one from eleven goals include promoting sustainable transport and disposal capacity shortages in the operation of the most important network infrastructure. In strategy attention was put particular at transport in cities, which are the source of high traffic density and emissions. This was linked to the flagship project on increasing efficiency resource use in Europe, by modernising and shrinking the transport sector share in carbon emissions.[2]

White Paper on Transport adopted in 2011 by the European Commission in 2011, was also supposed to have a strong impact on the shape of interventions designed in the area of urban mobility. In the urban context, it indicates that congestion, poor air quality and noise are the biggest problems in urban areas. City transport accounts for about a quarter of total CO2 emissions from transport. The document contains the demand for the use of public transport on a wider scale, through commitments in the scope minimum standards of public services, increasing the density and frequency of services. In effect, the document pointed the need to create strategies combining spatial planning, pricing systems, efficient public transport services, infrastructure for non-motorized means transport and charging of ecological vehicles/refuelling, i.e. Sustainable Urban Mobility Plan (SUMP). Cities above a certain size were to be encouraged to develop them.[3]

Another important document is the so-called The Urban Mobility Package of 2013 indicated the need for fundamental changes in the approach to urban mobility, and highlighted urban mobility planning, implementation of intelligent transport system (ITS) solutions or regulations on access to urban traffic and road safety. It highlights that European Structural and Investment Funds should be used in a more systemic way, financing integrated packages of actions, if cities have developed a mobility plan and identified appropriate actions.[4]

The core elements of the European Strategy for Low Emission Mobility[5], published in 2016, were increasing the efficiency of the transport system,

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[2] European Commission. Communication from the Commission - Europe 2020, A strategy for smart, sustainable and inclusive growth, COM(2010) 2020 final, Brussels, 3/03/2010.

[3] European Commission. White Paper, Roadmap to a Single European Transport Area - striving to achieve a competitive and resource-efficient transport system, COM(2011) 144 final, Brussels 28/03/2011

[4] European Commission. Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions, Working together to achieve a competitive and resource-efficient urban mobility, COM(2013) 913 final, Brussels, 17/12/2013.

[5] Official Journal of the European Union. European Parliament resolution of 14 December 2017 on a European strategy for low-emission mobility (2016/2327(INI)), Paris 2017.

accelerating the deployment of low-emission alternative energy for transport and the transition to zero-emission vehicles. At the urban level, local authorities have been identified as the main stakeholders in the transformation of the modal shift towards active travel (cycling and walking), public transport or shared mobility services. The document refers to the provisions of the Paris Agreement regarding climate change.[6]

One of the goals of the Clean Mobility Package[7] announced by the European Commission in 2017 is to support cities in achieving air quality goals and provide them with appropriate tools to implement a clean mobility strategy, i.e. mobility that will not emit environmental pollutants (zero-emission vehicles, bicycles, pedestrian traffic, etc.).

After publishing the low-emission mobility strategy, the EC adopted three Europe on the Move mobility packages[8] in 2017 and 2018, respectively. The 2018 package highlighted, among other things, the potential of autonomous vehicles for urban areas to change patterns mobility and transforming public transport and urban planning.

The Green Deal[9] from December 2019, is a new development strategy of the EU based on the pursuit of climate neutrality and a sustainable economy. The document contains ambitious goals that also cover urban transport issues, including for example 'transforming the EU into a fair and prosperous society, with a modern, resource-efficient and competitive economy, where there are no net greenhouse gas emissions by 2050 and where economic growth is decoupled from resource use'. The provisions clearly emphasise significant opportunities to reduce emissions from the transport sector in cities.

Document titled Towards a sustainable Europe by 2030[10] identified mobility as one of the key drivers for the transition to a clean, resource-efficient and carbon-neutral economy by 2030. Through sustainable urban planning, integrated spatial planning and the consideration of mobility and

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[6] European Commission. Paris Agreement: the EU's path towards climate neutrality, Brussels 2016

[7] European Parliament. Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions, Achieving low-emission mobility, a European Union that protects our planet, empowers consumers and defends its industry and workers, Brussels 2017. COM/2017/0283 final. https://eurlex.europa.eu/legalcontent/EN/TXT/PDF/?uri=CELEX:52017DC0283&from=PL (accessed November 1, 2023)

[8] European Commission. Report "Europe on the move - An agenda for the future of mobility in the EU" 28/06/2018 - (2017/2257(INI)), 2018

[9] European Commission. Communication from the Commission to the European Parliament, the European Council, the Council, the Economic and Social Committee and the Committee of the Regions, European Green Deal, COM(2019) 640, Brussels 11/12/2019

[10] Official Journal of the European Union. Opinion of the European Committee of the Regions - Towards a sustainable Europe by 2030: follow-up to the UN Sustainable Development Goals, the green transition and the Paris Climate Agreement, 2020.

infrastructure needs, cities had been a key part of this process. Active forms of transport and shared mobility should be supported and promoted.

In February 2021, an evaluation of the actions taken in the field of urban mobility after the EC communication from 2013 was published. The document indicates that no significant changes have been achieved in EU countries in terms of the modal division of transport (transition of travel from individual to collective transport), reduction of traffic intensity road traffic or greenhouse gas emissions.

Cars powered by conventional fuels still dominated in cities, and the share of trips by public transport and the use of non-motorized means of transport, e.g. bicycles, increased only slightly. It was also pointed out that there was no EU-wide dissemination of mobility plans recommended for implementation in the Urban Mobility Package. It was pointed out that in some EU countries there is already a strong tradition of urban mobility planning and focusing on public transport, and in some - sustainable mobility is still a new concept and a car-centric approach prevails.[11]

The European Court of Auditors 2020 special report contained similar observations. The auditors pointed out that achieving significant improvements in sustainable urban mobility may take much longer than the six years analysed. However, it was noticed that there are no clear signals that cities are definitely modifying their approach to mobility. Public transport systems were expanded, and their quality was improved, but the use of private cars was not significantly reduced. Some air quality indicators improved slightly, but in many cities the level of pollution still exceeded the minimum EU air quality standards. It was also emphasised that traveling by public transport took much more time than by car. The ECA report also noted that many Member States and cities had limited compliance with the European Commission's guidance, in particular in the development of SUMP.[12]

Sustainable Urban Mobility Plans

“A Sustainable Urban Mobility Plan is a strategic plan designed to satisfy the mobility needs of people and businesses in cities and their surroundings for a better quality of life. It builds on existing planning practices and takes due consideration of integration, participation, and evaluation principles.”[13]

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[11] European Commission. Evaluation of the 2013 Urban Mobility Package, Commission Staff Working Document, SWD(2021) 47 final, Brussels 24/02/2021.

[12] European Court of Auditors. Special Report: Sustainable mobility in EU cities - without commitment from Member States, significant improvements will not be possible, European Court of Auditors, Luxembourg 2020.

[13] Rupprecht Consult (editor). Guidelines for Developing and Implementing a Sustainable Urban Mobility Plan, Second Edition, 2019.

The basic scale of SUMP development should be the Plan for the functional area. The document for a larger area takes into account the urban structure, the location of the central city and the scale of access, thereby determining the functional scope of the area. Its substantive and operational scope depends on the size of the area and the number of people living there. It is adopted and implemented by the relevant local government bodies within the area.

In the case of large agglomerations/metropolises, SUMP takes into account primarily metropolitan issues, mobility problems in relations between individual cities/municipalities and the mutual impact of investments and proposed solutions between individual local government units.

To a lesser extent, the findings will concern individual problem solutions specific to individual units of the metropolis/agglomeration.

In the case of poorly developed areas (e.g. rural communes) with a small number of inhabitants or low complexity of mobility problems, actions adopted at the agglomeration SUMP level will be sufficient. City Mobility Plans should constitute a complementary scale to SUMPs in the case of large metropolises (functional areas). The Urban Mobility Plan may cover the core area or parts of the cities and communes of this metropolis. This plan is adopted and implemented by one or several local government units located in the agglomeration. It solves mobility problems in a given city/municipality that we are unable to indicate in the agglomeration SUMP/functional area due to their municipal nature. At the same time, it refers to the analytical part and directions set out within the SUMP.

Figure 1. Eight crucial principles for successful Sustainable Urban Mobility Plan

Source: Rupprecht Consult (editor). Guidelines for Developing and Implementing a Sustainable Urban Mobility Plan, Second Edition, 2019.

Sustainable Urban Mobility Planning is a strategic and integrated approach for dealing effectively with the complexities of urban transport. Its core goal is to improve accessibility and quality of life by achieving a shift towards sustainable mobility. **SUMP advocates fact-based decision making guided by a long-term vision for sustainable mobility. As key components, this requires a thorough assessment of the current situation and future trends, a widely supported common vision with strategic objectives, and an integrated set of regulatory, promotional, financial, technical and infrastructure measures to deliver the objectives** – whose implementation should be accompanied by systematic monitoring and evaluation.

In contrast to traditional planning approaches, SUMP places particular emphasis on the involvement of citizens and stakeholders, the coordination of policies between sectors (especially transport, land use, environment, economic development, social policy, health, safety, and energy), and broad cooperation across different layers of government and with private actors. The concept also emphasises the need to cover all aspects of mobility (both people and goods), modes and services in an integrated manner, and to plan for the entire "functional urban area", as opposed to a single municipality within its administrative boundaries.

Figure 2. The 12 Steps of Sustainable Urban Mobility Planning (2nd Edition) – A decision maker's overview

Source: Rupprecht Consult (editor). Guidelines for Developing and Implementing a Sustainable Urban Mobility Plan, Second Edition, 2019.

Since the publication of the SUMP concept in 2013, the process of developing and implementing a Sustainable Urban Mobility Plan has been applied in many urban areas across Europe (and worldwide). The “SUMP cycle” represents it by using the visual metaphor of a clock face (Figure 2). Steps may be executed almost in parallel (or even revisited), the order of tasks may be adapted occasionally to specific needs, or an activity may be partially omitted because its results are available from another planning source.

SUMP stands for Sustainable Urban Mobility Plans, which are strategic planning tools designed to help cities improve their transportation systems. Whether they're obligatory or not depends on the local or national regulations in place. In some regions or countries, it might be mandatory for cities of a certain size or population density to develop and implement SUMP as part of their urban planning. This is often encouraged by regional or national transportation policies that prioritise sustainability and efficient mobility. However, not all places have a strict requirement for SUMP. Still, many cities opt to create these plans voluntarily because they recognize the benefits of sustainable urban mobility, such as reducing traffic congestion, improving air quality, and promoting more accessible and efficient transportation options for residents. Overall, while they might not be obligatory everywhere, the principles and advantages of SUMP often make it a desirable approach for cities looking to enhance their transportation systems. Several cities around the world have implemented impressive Sustainable Urban Mobility Plans (SUMPs) that serve as excellent examples of best practices:

Vienna, Austria

Vienna's SUMP emphasises multimodal transportation, prioritising pedestrians, cyclists, and public transit. They've implemented extensive cycling infrastructure, pedestrian zones, and an efficient public transport system with integrated ticketing.

Curitiba, Brazil

Known for its innovative Bus Rapid Transit system, Curitiba's SUMP focuses on efficient public transportation. The city's BRT system prioritises speed, reliability, and accessibility, contributing to reduced traffic congestion and improved air quality.

Copenhagen, Denmark

Renowned for its cycling culture, Copenhagen's SUMP prioritises cycling infrastructure, creating dedicated bike lanes and parking facilities. The city's commitment to making cycling safe and convenient has significantly increased the number of cyclists.

Freiburg, Germany

Freiburg's SUMP emphasises sustainable transport by promoting walking, cycling, and public transit. The city has implemented car-free zones, efficient tram services, and integrated land-use planning to reduce reliance on cars.

Stockholm, Sweden

Stockholm's congestion pricing system is a standout example of its SUMP. By charging fees for vehicles entering the city centre during peak hours, they've successfully reduced traffic congestion and emissions while encouraging the use of public transport.

Seoul, South Korea

Seoul's SUMP focuses on pedestrian-friendly spaces and efficient public transportation. They've transformed urban highways into green spaces and pedestrian-friendly zones, along with investing in an extensive subway system.

These cities showcase a range of approaches within SUMPs, highlighting the importance of tailored strategies that suit a city's unique characteristics, needs, and goals in achieving sustainable urban mobility.

Considering the previously mentioned EU guidelines, PUMA network has identified following links to Cohesion Policy for the 2021-2027:

1. A more competitive and smarter Europe – PUMA network is going to address the challenges of sustainable and smart growth in cities by promoting sustainable urban transport systems and technologies, such as electric and hybrid vehicles, cycling and walking infrastructure, and smart mobility solutions. PUMA network also focuses on embracing innovative solutions, such as smart mobility technologies and data-driven approaches, to optimize urban transport systems. We are going to utilize digital platforms to gather real-time feedback from citizens and monitor the effectiveness of implemented strategies.

2 **A greener, low carbon transitioning towards a net zero carbon economy** – PUMA network is going to support the transition to a low-carbon and circular economy by reducing the dependence on private cars and promoting sustainable transport modes that reduce emissions and improve air quality.

3 **A more connected Europe by enhancing mobility** – PUMA network will work on improving connectivity and mobility in by developing sustainable transport infrastructure, such as integrated public transport systems and intermodal hubs, and promoting the use of innovative mobility solutions, such as shared mobility services.

4 **A more social and inclusive Europe** – PUMA network will encourage cities to create a more inclusive, sustainable, socially responsible, equal and citizen-centric approach to urban and mobility development.

5 **Europe closer to citizens by fostering the sustainable and integrated development of all types of territories** – PUMA network will engage citizens through participatory workshops, surveys, and forums to understand their urban challenges, preferences, and mobility needs. Our general aim is to create in our cities interconnected, sustainable transport networks that prioritize mobility that is human centred (pedestrians, cyclists, public transport).

By integrating URBACT and SUMP methodologies, we can create a more inclusive, sustainable, and citizen-centric approach to urban development, aligning with Cohesion Policy Objectives to make Europe smarter, greener, better connected, inclusive and closer to its citizens.

PUMA project consists of nine project partners from seven countries (Latvia, Greece, Italy, Spain, Lithuania, Slovenia, Croatia). Partners are different in terms of their represented organisations, geographic locations, economic development levels, size, population and other aspects. In next section a mobility overview and expert outcomes from study visits about each PP is given.

PARTNER PROFILES

PARTNER PROFILES

PUMA network consists of nine partners that represents three types of organisations:

- Six partners (Liepāja, Dienvidkurzeme, Larissa, Gdansk, Cento and Viladecans) represent local public authorities (municipalities),
- Two partners (Green region, Nova Gorica) represent sectoral agencies,
- One partner (Zagreb) represents an academic organisation (university).

Partners that represent local public authorities are both from less and more developed EU regions, the same is for partners that represent sectoral agencies. Partners are from Southern, Central and Northern Europe.

Also, there is a broad spectrum of population that each partner is representing:

- Zagreb: 767 131
- Gdansk: 486 345
- Larissa: 164 381
- Green region: 133 838 (4 district municipalities)
- Nova Gorica: ~72 000 (including twin city Gorizia)
- Liepāja city: 67 088
- Viladecans: 66 677
- Cento: 35 291
- Dienvidkurzeme: 32 977

Zagreb represents a city that could be classified as a large city. Gdansk city also could be classified as a large/medium city, but within PUMA project it plans to focus only on one district in their city, which comprises 7% of total city area. Larissa can be classified as a medium city, Liepāja and Viladecans as small cities. Green region, Cento and Dienvidkurzeme include larger territories, including small towns, villages and rural areas. An interesting and unusual territory is Nova Gorica. Formally it is a separate city in Slovenia, but in reality, it functions together with twin city Gorizia (Italy).

In order to better understand current situation in the mobility sector, on August 2023, there was a task for LP and PPs to give a brief overview of the mobility sector in their territory. Below is a summary of these overviews combined with LE outcomes and conclusions from study visits that took place in October and November 2023. Full descriptions about each PP are available in Annex 1.

City of Liepāja, Latvia

City of Liepāja, Latvia

Local context

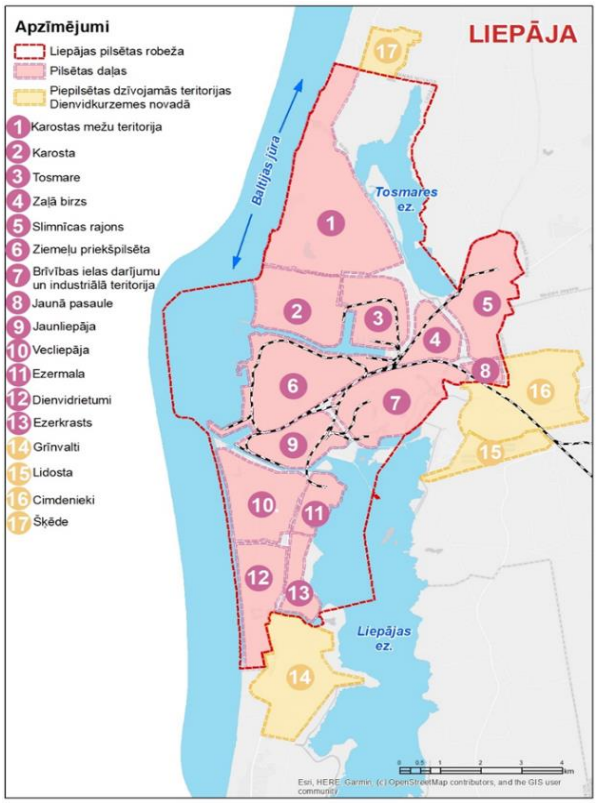
Liepāja city is located in the western part of Latvia, on the Baltic Sea, and belongs to the Region of Kurzeme. The resident population in the beginning of 2022 was 67 360, of which 30 157 males and 37 203 females (Latvia Official Statistics Portal 2023). In 2022, the resident population in Liepaja represented more than 3.5 per cent of the overall Latvian population (Latvia Official Statistics Portal 2023).

With nearly 70,000 inhabitants Liepāja is the third largest city in Latvia. Since 17th century and it has become an industrially developed centre of metalworking and textile industry. After World War I culture, and art began to flourish. The city suffered great losses during World War II and was occupied by the Soviet Union and partly turned into a closed military territory. After Latvia regained independence in the 1990s, Liepāja has worked towards transition from a military city to a modern port and tourist destination. Currently the most developed business sectors in the city are metalwork, textile industry, manufacturing of building materials, food processing, ship building, and freight transport. Liepāja is also known for its cultural environment and independent artistic spirit. In 2027 Liepāja will have the status of the European Capital of Culture. Liepāja offers all levels of education, including 8 higher education institutions.

As the city municipality holds the view of not having separate development strategies for individual sectors, then policies related to the different topics can be identified at various degrees in the general planning documents like development programme for 2027 and sustainable development strategy for 2035.

Liepāja city consists of 13 neighbourhoods. Each of the area deserves specific attention, however, currently there are four main areas of interest:

Figure 3. The municipality of Liepaja city



Source: Sustainable development strategy of the Liepāja city and Dienvidkurzeme municipality 2035

Area no. 10: City centre and old town. Many ongoing infrastructure projects that will allow for inhabitants to move in a more sustainable way.

Area no. 7: Territory of a former metallurgy factory – a huge polluted and unused territory, where a green industrial park with more than 2000 workplaces are planned.

Area no. 1: Karosta, which used to be a closed Soviet military town, a territory that is going through significant transformation processes.

Area no. 6: Northern suburbs and New-Liepāja (area no. 9) – high density of population, but the infrastructure and public space quality for this area is poor.

In 2022 GHG emissions from private transport comprised 46% from the total amount of emissions in Liepāja. Many actions to promote sustainable transportation modes have been already undertaken in Liepaja: new low floor trams, new cycle paths, a new modern public transport payment system. Since 2009 GHG emissions have decreased in municipal and public transport, but not in private transportation. From 2006 Liepaja city has decreased total CO2 emissions by 46%. Considering the fact that Liepāja is one of the EU 100 Climate Neutral and Smart Cities mission, we are eager to decrease emissions by 80% by 2030 (compared to 2006).

The next major task within the *100 Climate Neutral and Smart Cities* mission is to develop an integrated mobility action plan. Also, Liepaja has developed the Climate Neutrality Commitments 2030 (Climate City Contract) and Sustainable transport infrastructure is one of the systemic strategic priorities.

National context

The aim of the transport policy in Latvia is to create an integrated transport system that ensures safe, efficient, affordable, accessible, smart and sustainable mobility, that promotes national economic growth, regional development and ensures progress towards a climate-neutral economy.

In the period of 2021-2027 Transport policy guidelines for Latvia set such main transport policy initiatives:

- the development of mobility points,
- the introduction of less polluting and energy-efficient solutions,
- promoting the increase of alternative fuel vehicles,
- promoting the increase of the public transport users as well as users of micro mobility tools and pedestrians, while improving the relevant infrastructure.

The use of road transport and air traffic has increased, while transportation by railways has decreased. Road network of Latvia is dense enough, but the quality of the roads is low both on national and local roads.

The share of public transport continues to decrease, both in rural and urban areas, especially negatively affecting the accessibility and development of remote areas. The public transport future concept of the Republic of Latvia 2021 – 2030 sets transportation by rail as a backbone for public transport services in Latvia. For the last five years there have been significant improvements in railway infrastructure, passenger traffic is renewed, including daily trains from Liepaja to Riga back and forth.

There are several indicators from the Liepāja city and Dienvidkurzeme development programme 2022-2027 that are collected yearly and can be used for analysis within PUMA project:

- Number of registered electric and hybrid cars,
- Length of bike paths (km),
- Number of public transport users (data are available in different scopes),
- Number of passengers in Liepaja airport,
- Port cargo turnover (million tonnes),
- Volume of rail cargo (million tonnes).

Liepaja and Dienvidkurzeme did a mobility survey in January 2023. The main conclusion is that private cars are the most popular type of transportation; however walking and public transport are also quite popular. Micro mobility vehicles (bikes, scooters, boards etc.) are rarely used.

Key stakeholders are:

- Local Government Authorities: Municipality of Liepaja and Liepaja City Council.
- Transportation Agencies and Authorities: Liepaja Transport Department and Latvian State Roads.
- Public Transit Operators: Liepaja Public Transport Company.
- Community Organizations: Local Residents' Associations and Environmental/Sustainability NGOs.
- Business Community: Chamber of Commerce and Industry of Liepaja and Employers/Business Owners.
- Educational Institutions: Liepaja University.
- Transportation Users: Commuters, tourists, and visitors.
- Regional and National Authorities: Regional Development Agencies and Ministry of Transport.

EXPERT OUTCOMES AND CONCLUSIONS FROM STUDY VISITS

Despite the fact that private cars are the most popular type of transportation, there is a huge potential in other transport modes (walking, cycling and Public Transport).

The main areas to focus on for Liepaja are:

- Road safety (including introduction of 30km/h zones, traffic safety infrastructure etc.),
- Public transport (information on available transport options, analysis of the possibility of developing a railway connection with Riga - including in terms of increasing the frequency of trains),
- Further development of bicycle transport (including bicycle parking lots, information and educational campaigns),
- cooperation within the entire region,
- parking policy.

A good starting point for further work on the mobility plan will be the analysis of available data.

An extremely important issue will be to develop an effective way of involving key stakeholders in the process of working on the plan, including, above all, residents (including national minorities).

Great emphasis should be placed on the soft measures aimed at changing the mobility habits of the residents.

Dienvidkurzeme Municipality, Latvia

Dienvidkurzeme Municipality, Latvia

Local context

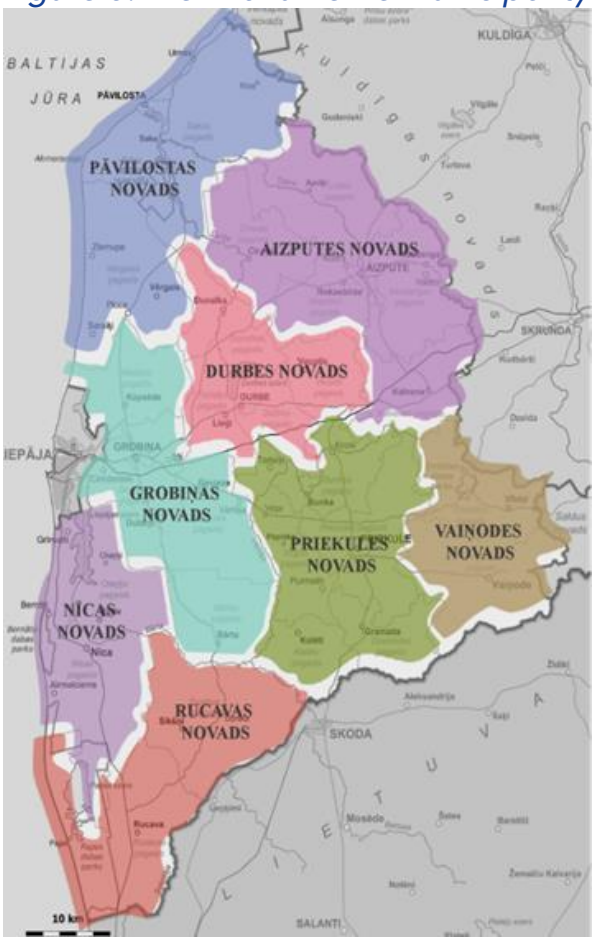
Dienvidkurzeme is a new municipality that has been created after the administrative territorial reform in 2021. Latvian development planning laws state that from 2021 five large cities have to cooperate in development planning with their neighbouring municipalities and that in 2029 cities and counties will be consolidated. Therefore, Dienvidkurzeme closely cooperates with Liepaja and the same local strategies are relevant to the network theme. Plus, there are valid territorial (zoning) plans for 8 former municipalities (Nica, Aizpute, Durbe, Grobina, Rucava, Priekule, Pavilosta, Vainode counties) that contain transport development perspectives as well and should be updated and considered within this project. Dienvidkurzeme is Latvia's largest municipality, covering an area of 3,591 square kilometres. The municipality is subdivided into five towns and 26 parishes, which means that residents in the parishes have difficult mobility options.

Figure 4. Dienvidkurzeme Municipality location

Source: Dienvidkurzeme municipality

The main challenge in Dienvidkurzeme Municipality is to provide citizens with equal opportunities to move, and the main identified problem is that public transport does not reach areas outside the region's centres and residents are forced to use personal cars. Public transport, for the most part, moves between towns of the Municipality.

Figure 5. Dienvidkurzeme Municipality



Source: Dienvidkurzeme municipality

To get to city centres, it's necessary to transfer to another public transport and buy a new ticket again, which leads to the second problem of not having connected routes, which makes it more difficult for citizens. Dienvidkurzeme Municipality development plans include the idea of connected public transport routes between towns, parishes and nearest cities. Also thinking about climate change, an energy management system is being developed and there are plans about electric buses to reduce emissions. There are also plans to improve the availability of public transport for those who live in Dienvidkurzeme parishes. Until now Dienvidkurzeme Municipality provides the opportunity for pupils to get to the school with a special school bus that takes them from home to school and back. This reduces the need for parents to drive by private transport to take their children to schools and back.

In general, Latvia supports the framework in order to encourage member states, regions, cities and other interested parties to engage in the necessary transformation to improve mobility, including promoting the development of public transport as the "backbone" of urban traffic, making it more convenient, more connectable with other forms of mobility, more accessible to all groups of society, while reducing the negative impact of transport on the environment and human health.

The main policy planning document is Liepāja and Dienvidkurzeme municipality sustainable development strategy until 2035, that is accepted for two municipalities, and it sets common vision, strategic aim, long term priorities and spatial development perspective.

One of development planning documents is also Liepāja and Dienvidkurzeme county municipality development programme 2022-2027 (including Action plan with concrete investment projects and actions also in the sustainable mobility sector).

There are roads constantly renewed in Dienvidkurzeme Municipality all the time. Some of them are financed by the Municipality itself, some are financed by EU funds. Some of the roads get new surface from gravel (stone road) to asphalt, some get fixed, and some are rebuilt.

Key stakeholders are:

- Local Government Authorities: Dienvidkurzeme Municipality Council and Administration.
- Transportation Agencies and Authorities: Dienvidkurzeme Regional Development Agency, and Latvian State Roads in the region.
- Public Transit Operators: Local bus companies servicing the municipality.
- Community Organizations: Local Residents' Associations, Environmental/Sustainability NGOs operating in the region.
- Business Community: Chamber of Commerce and Industry in Dienvidkurzeme, Local Businesses and Employers.
- Educational Institutions: Local Schools, Vocational Training Centres.
- Transportation Users: Commuters, Tourists, and Visitors.
- Regional and National Authorities: Ministry of Transport, Latvian Association of Local and Regional Governments.

EXPERT OUTCOMES AND CONCLUSIONS FROM STUDY VISIT

The starting point for work on the plan should be an analysis of available documents and a diagnosis of transport in the region (including the needs of residents).

The main emphasis should be placed on the development of public transport and the elimination of the so-called transport white spots (e.g. using new opportunities, including the development of on-demand transport).

The most important challenge will be to create a cooperation platform and establish responsibility for individual activities.

Cycling has great potential in the region (noticeable especially among students) - activities in this area should focus primarily on improving cyclists' safety, building appropriate infrastructure (bicycle paths, safe bicycle parking lots, lighting, etc.).

It is worth taking advantage of the opportunity to cooperate as part of work on various strategic documents (e.g. spatial planning strategies) - e.g. organising joint workshops in individual areas of the municipality.

In the context of local activities, special attention should be paid to road traffic safety (change in traffic organisation, calm traffic zones, infrastructure for pedestrian traffic, etc.).

An extremely important issue will be to develop an effective way of involving key stakeholders in the process of working on the plan, including, above all, residents (including national minorities).

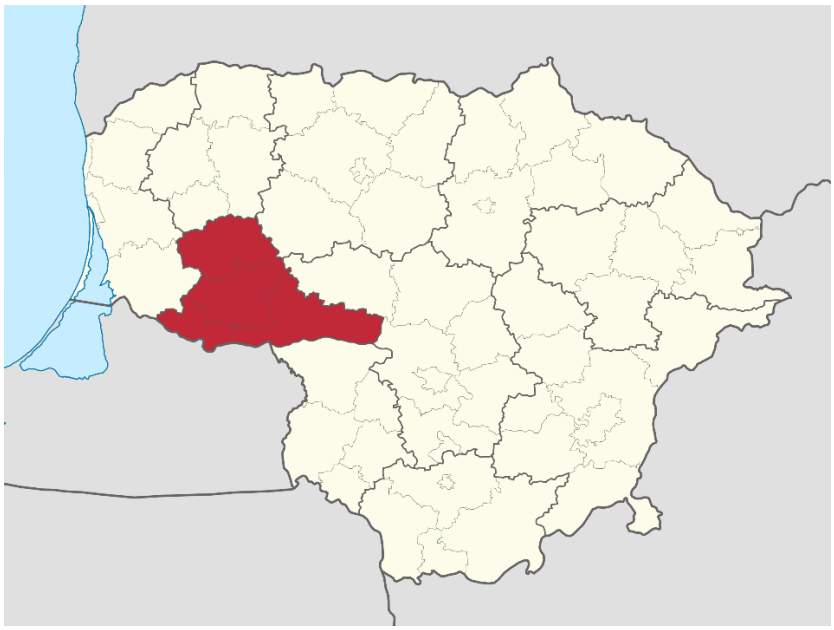
Great emphasis should be placed on the soft measures aimed at changing the mobility habits of the residents.

Green region (Taurage region), Lithuania

Green region (Taurage region), Lithuania

Public Institution “Žaliasis regionas” (eng. Green region) represents 4 municipalities of Taurage region: Tauragė district, Jurbarkas district, Šilalė district and Pagėgiai municipalities. There live over 91 thousand residents. One of the main challenges in Taurage region is that there is the biggest private car usage among all Lithuania’s regions and the public transport system is not so popular among the region's residents. That is because of the poor condition of public transport infrastructure (old buses, poor bus stops), municipalities do not have a long-term vision of development of the public transport system, and most public transport routes are not adapted to the needs of residents. Only one city in the entire Tauragė region (Taurage city) has its own SUMP and is involved in the EU “100 Climate Neutral and Smart Cities” mission. Other cities do not have enough experience and skills to properly implement sustainable mobility measures.

Figure 6. Taurage region



Source: Žaliasis regionas

In 2020, all 4 municipalities agreed to implement a common functional area strategy. One of the main activities of this strategy is creation and development of a common regional public transport system. Public Institution „Žaliasis regionas“(ZR) was established to implement this activity and to solve all problems related to the public transport system in Taurage region.

Therefore, a common e-ticket system is currently being implemented in Taurage region, new regional public transport routes are being created and new electric buses are being purchased. However, in order to achieve an effective, popular and climate neutral public transport system in Taurage region, it’s necessary to develop a long-term strategy, that includes specific measures for all 4 municipalities taking into account their geography, specifics, passengers and infrastructure. Also, it is necessary to get acquainted with the experience of other cities and regions in other countries in this area and apply good experiences in Taurage region.

All 4 Municipalities in Taurage region plan their transport development actions according to the following strategic documents of EU, Lithuania, and the region:

- EU Cohesion Policy programme 2021-2027. According to the provisions of the EU Cohesion Policy programme in Lithuania, municipalities are planning their future activities in the field of public transport, financing these activities.
- Lithuania transport development strategy until 2050. This strategy determines the directions of development of the transport sector at the level of the country, regions, and cities. When municipalities will be planning the development of the region’s public transport infrastructure and preparing sustainable mobility plans, they will have to consider the provisions of this strategy.
- Lithuanian transport infrastructure development plan until 2030. The plan is intended to effectively develop Lithuanian transport infrastructure and the entire transportation system and to implement the planned tasks and long-term international and national goals. The measures of the plan condition the harmonious and consistent development and growth of the sector, encourage the creation of conditions for economic breakthrough and ensure conditions for social well-being.

In essence, the Taurage region faces significant challenges due to high private car usage and a less popular public transport system. This is largely attributed to inadequate infrastructure, lack of municipal foresight, and ill-adapted transport routes. While efforts are underway, such as the establishment of the Public Institution "Žaliasis regionas" (ZR) and the implementation of a common e-ticket system, a comprehensive, long-term strategy involving all municipalities is vital. Learning from successful practices elsewhere is crucial

for crafting sustainable mobility measures tailored to Taurage's unique needs, geography, and infrastructure, essential for establishing an effective, favoured, and eco-friendly public transport system.

Key stakeholders are:

- Local Government Authorities: Municipal Council and Administration of the Žaliasis regionas.
- Transportation Agencies and Authorities: Lithuanian Road Administration, Public Transport Authority of the Žaliasis regionas.
- Public Transit Operators: Bus and rail companies serving the region.
- Community Organizations: Environmental/Sustainability NGOs operating in the region, Local Residents' Associations.
- Business Community: Chamber of Commerce and Industry in the region, Local Businesses and Employers.
- Educational Institutions: Schools, Colleges, and Universities in the region.
- Transportation Users: Commuters, Residents, Tourists, and Visitors.
- Regional and National Authorities: Ministry of Transport and Communications, Association of Local Authorities in Lithuania.

EXPERT OUTCOMES AND CONCLUSIONS FROM STUDY VISIT

The main challenge in Taurage region is that there is the biggest private car usage among all Lithuania's regions and the public transport system is not so popular among the region's residents.

Innovative solutions in the transport offer (both in terms of ticket and fare offer), constituting an example of good practice (in the context of the entire PUMA network), are an excellent starting point for work on a mobility plan for the entire area.

The mobility agenda should take into account the needs of the local community not only in terms of public transport but also other sustainable forms of mobility (including the development of cycling), as well as the issues of road traffic safety and broadly understood accessibility.

An extremely important issue will be to develop an effective way of involving key stakeholders in the process of working on the plan, including, above all, residents (including national minorities).

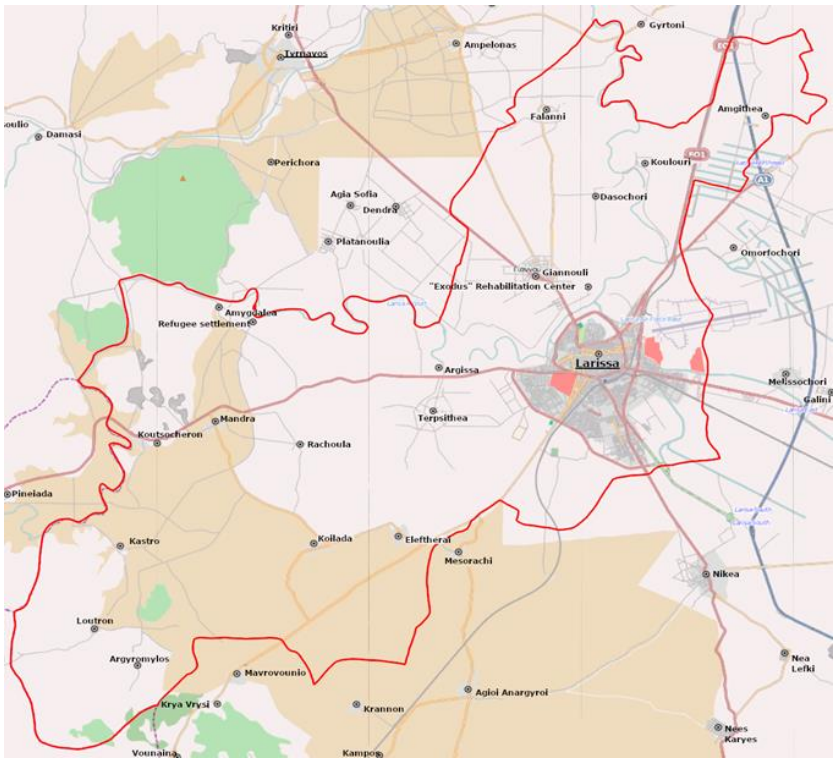
Great emphasis should be placed on the soft measures aimed at changing the mobility habits of the residents.

City of Larissa, Greece

City of Larissa, Greece

The Municipality of Larissa is the capital of the region of Thessaly in Central Greece. The total area of the municipality is 335.12 km² with a population of 160.000 inhabitants. Larissa is the largest city of the region with a population of 147.000, with a significant rural hinterland, and hosts many public organisations, educational and financial institutes and health institutions, while it has a considerable production infrastructure and commercial activity.

Figure 7. City of Larissa and limits of the Municipality of Larissa



Source: https://upload.wikimedia.org/wikipedia/commons/7/7f/Dimos_Lariseon_Road.png

The Development Organization of the Municipality of Larissa operates in the public interest and cooperates with local administrations, aiming to the implementation of development policies in the area of collaborating cities. It can cooperate with all the Municipalities regardless of the geographical scope.

The Municipality of Larissa is a pioneer in Greece, as it is the first city authority that has proceeded to the implementation phase of an approved SUMP.

Furthermore, the city's interests include refining existing bicycle/pedestrian connections between the central city area and adjacent neighbourhoods.

Besides the SUMP already implemented in the city, the city of Larissa aims in incorporating all modes of transport into a single integrated and multimodal strategic planning approach for the mobility of people and goods, considering issues of energy efficiency and sustainability. With this in mind, bicycle usage within the city limits is intended to be boosted by means that increase cyclists' safety (such as new bike lanes, dedicated parking spaces) and solutions for reducing vehicle usage within centre city limits (such as tackling the lack of car parking places surrounding it). The entity will collaborate with the Municipal Department of European Programs, which has experience in implementing EU funded projects.

The Municipality of Larissa has implemented projects related to urban mobility since the '80s, with two significant studies: one about the upgrade of the central area of the city (including the riverbanks of Peneus river) and one for traffic and transport. Those studies led to significant decisions on the future of mobility options and projects, starting with the first pedestrian road in 1985, thus initiating and -eventually- resulting in today's 10km long network of pedestrian roads in the central area of the city (including approx. 40 city squares). Moreover, the adopted mentality of urban mobility in Larissa has since left its positive mark on residential and commercial areas, cultural monuments (the Ancient Theater, Mill of Pappas, Bezesteni, Basilica), public spaces and parks, as well as municipal and administrative buildings and services. The Municipality of Larissa has developed several relevant local strategies and action plans which are fully adopted by the Development Organisation of Larissa itself and can set the foundation for this project's Action Plan. To name a few: - 5-year Operational Plan (2014-2019), still active - General Urban Plan - Sustainable Urban Mobility Plan - Integrated Urban Development Scheme - Sustainable Urban Development Strategy - Local Plan for Waste Management - "Open spaces / Open river" (Strategic Marketing Plan) - "Open Mall" project - LIFE program "AdaptInGR" - Natural Based Solutions (NBS) Plans (Clever Cities Project).

Over the last couple of decades, the number of Sustainable Urban Mobility Plans (SUMPs) carried out in Greece were on a purely voluntary basis due to the absence of a legal framework that would oblige local authorities to design and implement such plans. Those SUMPs were based on the Eltis SUMP guidelines but not on all SUMP elements in the guidelines nor the steps that encompass a SUMP cycle were always included. The growing interest in sustainable urban mobility planning, on both European and national level, led to the establishment of a unit within the Ministry of Infrastructure and Transport in 2017 which was dedicated to the development of SUMPs in Greece. Past efforts to establish a uniform way of elaborating, examining, and monitoring SUMPs based on principles of sustainable urban mobility planning,

resulted in the introduction of a 2019 regulation, (Article 22 of Law 4599) which described minimum key elements and obligations that a SUMP should encompass. A few years later, in 2021, Law 4784 (Articles 1 to 14) was introduced, clarifying and detailing principles, processes and elements of a SUMP as well as mandating SUMP for certain Municipalities and Regional Authorities.

Based on the results of a survey conducted in September 2021 by the competent unit of the Ministry of Infrastructure and Transport, approximately 120 municipalities were in the process of preparing, elaborating or implementing a SUMP. More authorities are expected to follow as a result of the enforcement of Law 4784/2021.

SUMPs are mandatory for certain Municipalities and all Regional Authorities across the country. It is foreseen that proposed SUMP measures that meet the requirements of Law 4784/2021 and fall within the areas of responsibility of the Ministry of Infrastructure and Transport, will be examined by the Minister of Infrastructure and Transport and may be prioritised for inclusion in the annual Public Investment Program. Furthermore, if the proposed SUMP measures are road safety-related, in accordance with the Strategic Road Safety Plan guidelines, these measures could be financed by the Public Investment Program or by national resources set up for this purpose. At present, a number of Municipalities are eligible for funding to develop a SUMP through the “Green Fund” (a body operating under the Hellenic Ministry of Environment and Energy).

Key stakeholders are:

- Local Government Authorities: Municipality of Larissa, Larissa City Council.
- Transportation Agencies and Authorities: Regional Directorate of Transport, Infrastructure, and Networks, Larissa Urban Transport Organization.
- Public Transit Operators: Bus companies operating within the municipality.
- Community Organizations: Environmental/Sustainability NGOs, Residents' Associations in Larissa.
- Business Community: Larissa Chamber of Commerce and Industry, Local Businesses and Employers.
- Educational Institutions: Universities, Technical Colleges, and Schools in Larissa.
- Transportation Users: Commuters, Residents, Tourists, and Visitors.
- Regional and National Authorities: Ministry of Infrastructure and Transport, Central Union of Municipalities of Greece.

EXPERT OUTCOMES AND CONCLUSIONS FROM STUDY VISIT

The Municipality of Larissa is a pioneer in Greece, as it is the first city authority that has proceeded to the implementation phase of an approved SUMP. Furthermore, the city's interests include refining existing bicycle/pedestrian connections between the central city area and adjacent neighbourhoods.

The main challenge facing the municipality is to evaluate and update the document from 2018 and adapt the planned activities to today's requirements in the field of sustainable mobility.

In Greece, the operation of public transport is largely carried out by private sector entities, although there is some government involvement and regulation. While private sector involvement in public transport has its advantages, it also presents challenges, such as coordination issues between different operators, varying service quality, and the need for continuous regulation and oversight to ensure affordability, accessibility, and safety for passengers.

Great emphasis should be placed on the soft measures aimed at changing the mobility habits of the residents.

In the context of the PUMA network is the fact that the Municipality of Larissa has implemented projects related to urban mobility since the '80s, - starting with the first pedestrian road in 1985, thus initiating and -eventually- resulting to today's 10km long network of pedestrian roads in the central area of the city (including approx. 40 city squares).

City of Zagreb, Croatia

City of Zagreb, Croatia

The Faculty of Transport and Traffic Sciences, established in 1984, is the faculty of the University of Zagreb, and the leading high education as well as scientific and research institution in the field of transport and traffic engineering in Croatia. Faculty staff participates in national, regional and international scientific, research and development projects funded by the national Ministry of Science, Education and Sports, European Commission and international institutions. The faculty participates in public and commercial projects aimed at solving transport and traffic problems of transportation sectors in Croatia. International cooperation through exchange of academic staff and students presents an important part of academic and research activities.

Figure 8. Development of a digital database „Smart City Zagreb"

Source: City of Zagreb

Development of urban mobility in the Republic of Croatia has started to expand in the last decade, especially in the last 5 years when several SUMPs have been developed for Croatian cities (Sisak, Slavonski Brod, Varaždin, Zadar, Pula, Rovinj, Koprivnica, etc.).

Urban mobility as a topic in Croatia is not defined in one law or strategic plans, but rather is mentioned through various laws and national strategies. Transport development strategy for the Republic of Croatia in the period from 2017 to 2030 is the main strategic plan for developing urban mobility for the entire area of Croatia.

In that document next is stated:" for the first time in the Republic of Croatia, in terms of strategic planning of the national transport sector, the concept of a sectoral strategy for the sector of urban, suburban and regional mobility was developed ". Regarding to that document, most important legislation that defines some parts of urban mobility in Croatia are:

- Regulation on road transport,
- Regulation on road traffic safety,
- Regulation about roads,
- Cycling infrastructure regulation,
- Regulation on traffic signs, signals and road equipment.

Key stakeholders are:

- Ministry of the Sea, Transport and Infrastructure,
- The Ministry of the Interior affairs,
- Ministry of Regional Development and Funds of the EU,
- Cities and municipalities,
- National railways companies,
- National company for water transport,
- Public transport operators,
- NGO in field of urban mobility and
- Academic sector.

The latest available data are from the transport development strategies of the Republic of Croatia and Functional urban area of Zagreb (which included not only the administrative area of Zagreb, but also surrounding cities and settlements with approximately 1.5 million inhabitants without guests or tourists).

National development strategy is from 2014 and transport strategy for FUA Zagreb is from 2019, so general data, such as modal share of travels, motorization rate, quality of public transport service are not annually collected.

At the national level certain data are still available from EuroSTAT databases and the CBS of the Republic of Croatia, while locally it is partially available through certain projects (SUMP of Maksimir county (district in the City of Zagreb), various studies of public garages, studies of local committees, partial studies/studies for certain traffic problems in cities, such as expansion of the pedestrian zone in the city centre of Zagreb or improvement of cycling infrastructure in the area of the local boards of the City of Zagreb).

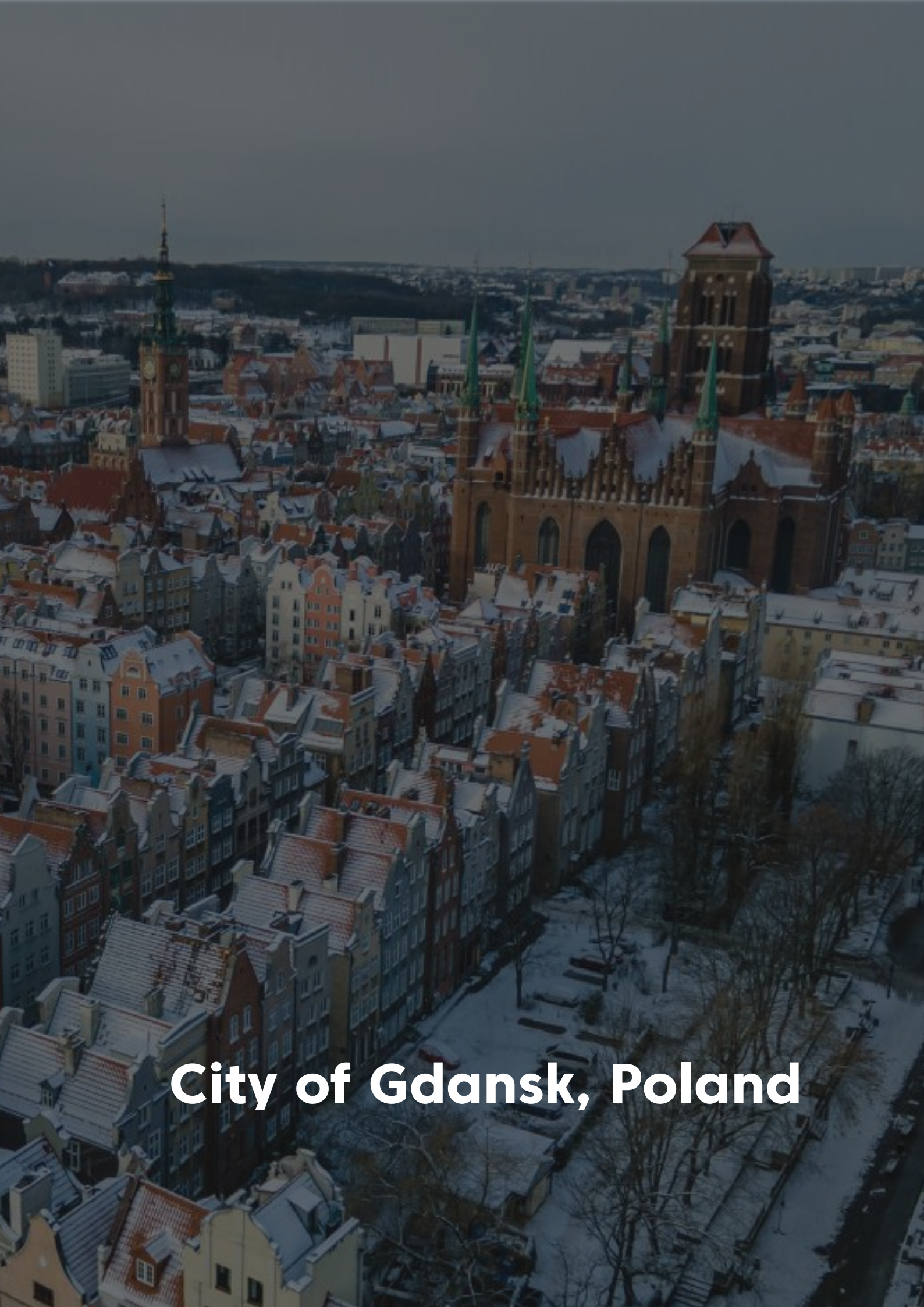
Additionally, in 2020, the City of Zagreb established the "ZG Smart City" platform and the "GeoHub Zagreb" sub-platform , through which a portion of the city's data has been digitised. The platform provides access to a variety of data about the city's infrastructure, and through GIS tools, information about garages, parking areas for vehicles and bicycles, public transportation stops, electronic charging stations, pedestrian zones, and cycling infrastructure is displayed, alongside other complementary data.

EXPERT OUTCOMES AND CONCLUSIONS FROM STUDY VISITS

The Faculty of Transport and Traffic Sciences is the leading high education as well as scientific and research institution in the field of transport and traffic engineering; Faculty staff participates in national, regional and international scientific, research and development projects - this is of great importance not only in the regional context (Croatia) but also in the context of added value for the PUMA network.

The project should focus on the creation of a national competence centre as part of work on SUMP.

The experience of the department's employees should also be used within the entire PUMA network - through support in defining indicators (and the methodology for obtaining them), organising thematic webinars (depending on the needs of PPs), etc.



City of Gdansk, Poland

City of Gdansk, Poland

Gdańsk is a city on the Baltic coast of northern Poland. With a population of 486,492 ("Local Data Bank". Statistics Poland. Retrieved 18 July 2022. Data for territorial unit 2261000). Gdańsk is the capital and largest city of the Pomeranian Voivodeship. It is Poland's principal seaport and the country's fourth-largest metropolitan area.

The City of Gdańsk is one of the leaders in introducing sustainable urban mobility policy in Poland. Sustainable Urban Mobility 2030 was adopted by the City Council in 2018 as a result of common settings within URBACT project CityMobilNET and cooperation with citizens and stakeholders. As an ambitious city we've been introducing 27 various activities to be modern, green and efficient. In 2022-2023 Gdansk Roads and Green Areas Administration has been taking part in the preparations of the regional SUMP for Metropolitan Area Gdańsk-Gdynia-Sopot which will be adopted by the local government. Gdańsk consists of 35 districts that fulfil various functions. As a city of equality and solidarity, it wants the transport system to be modern, reliable and accessible to everyone. One of the main goals in Gdansk's Development Strategy is to create a 15-minute city, so there is a need to prepare and adopt Integrated Mobility Action Plan for one of the biggest districts - Oliwa which could be a great example of this strategy.

The Integrated Mobility Action Plan for a district is an innovative task for the municipality. Not many cities in Poland have it. Oliwa district, although old, is still developed. There is a combination of many services, housing, green and public spaces. Due to intensive development of business areas and Gdansk University, many people from other parts of Gdańsk as well as neighbourhood cities come here every day, especially on workdays. The challenge is to create more liveable general space for inhabitants of Oliwa.

The municipality wants to create an Integrated Mobility Action Plan which will focus on transport and quality of public spaces as a one of the cores in the city for its inhabitants. District Integrated Mobility Action Plan will be agreed with involved inhabitants and stakeholders with a long-term vision and action plan.

Figure 9. Business centre in Gdansk Oliwa

Source: worldisbeautiful.eu.

According to the city's strategy, the vision of Gdańsk is to be a city that gathers and attracts the most valuable - people who are proud of heritage, solidarity, openness, creativity, developing and shaping the future together.

Generally, the vision of Gdańsk expresses the highest level of purposes, presented as the expected, desired image of the city in the future.

The measurable development challenges assigned to particular areas reflect the most important directions of development of Gdańsk until 2030, and the effect of the vision implementation will involve:

- Increased quality of life,
- Increased number of residents.

The most important local activities and undertakings are focused around the areas of strategic development of Gdańsk:

- Education and social capital
- Economy and transport
- Public space
- Culture
- Health

The demographic, social, economic and cultural changes occurring in recent years in Gdańsk, metropolis and Europe result both from global processes and phenomena, such as: increasing residents' mobility, new technologies, changing the lifestyle and expectations of residents, as well as local conditions. All these factors significantly impact on the residents of Gdańsk, but also on the space and environment, in which they live.

The essential transport challenges include further improvement of the conditions (comfort and safety) of pedestrian and bicycle traffic as well as the improvement of the public transport system integrated with active forms of mobility. The city road network should be further developed so that vehicular traffic does not create a barrier effect for local mobility. Internal and external accessibility of the city may not be improved in conflict with the needs of safe and comfortable movement of the residents of Gdansk.

Key stakeholders:

- Local Government Authorities: Oliwa District Council, Gdańsk City Council.
- Transportation Agencies and Authorities: Municipal Transport Authority of Gdańsk, Gdańsk Roads and Greenery Management Board.
- Public Transit Operators: Bus and tram companies operating within the district.
- Community Organizations: Environmental/Sustainability NGOs, Residents' Associations in Oliwa.
- Business Community: Oliwa Business Association, Local Businesses and Employers.
- Educational Institutions: Schools, Colleges, and Universities in Oliwa.
- Transportation Users: Residents, Commuters, Cyclists, Pedestrians.
- Regional and National Authorities: Pomeranian Voivodeship Office, Ministry of Infrastructure.

EXPERT OUTCOMES AND CONCLUSIONS FROM STUDY VISITS

When working on a mobility plan for a district, existing documents should be analysed and close cooperation should be established, among others: with the City Architect, who is simultaneously working on the spatial development of the Oliwa area.

Gdańsk is a pioneer in improving road safety (traffic calm zones, traffic calming elements, changing traffic organisation, pedestrian and bicycle traffic solutions), which is an added value in the context of the entire PUMA network.

A big challenge in the process of working on the mobility plan will be the involvement of the main stakeholders - representatives of office complexes, and reconciling their needs with the needs of the district's residents, and limiting the negative impact of traffic related to the operation of office complexes.

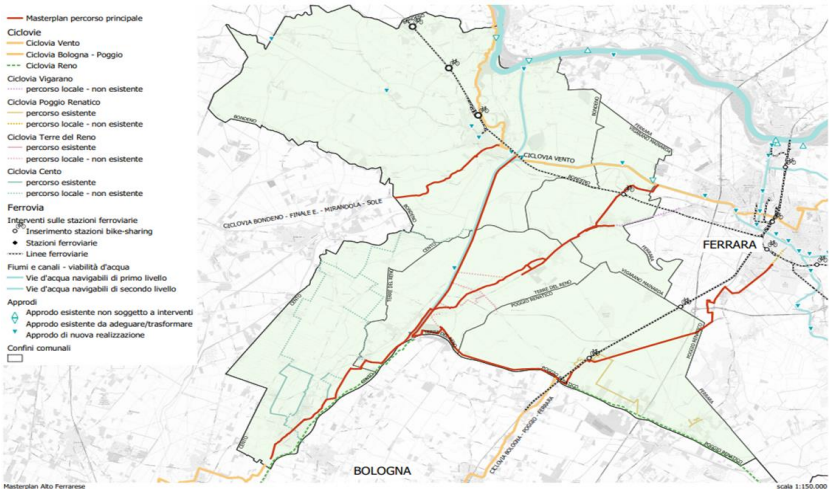
Gdansk, despite extensive activities in this area, due to the size of the city, faces the main transport challenge such as the further improvement of conditions (comfort and safety) for pedestrian and bicycle traffic, as well as the improvement of the public transport system and its integration with active forms of mobility.

Cento Municipality, Italy

Cento Municipality, Italy

Cento is a town and commune in the province of Ferrara in Emilia-Romagna region. Cento is situated in a picturesque area surrounded by the Po River and its tributaries. The Municipality of Cento is characterised by a strategic position in the middle of three important cities (Bologna, Ferrara and Modena). This factor, together with the existence of a structured industrial hub, attracts every day a massive flux of commuters, which produces an important flow of vehicles, wares and peoples. These causes, combined with a serious lack of widespread public transportation, with a strong inclination for the use of private cars by citizens and with the existence of 11 populous hamlets far different kilometres (also 18) from the city centre, produces negative effects on different fields as the socioeconomic and the environmental ones.

Figure 10. The Municipality of Cento



Source: The municipality of Cento

As a matter of fact, this situation determines on the first hand, the socio-economic marginalisation of specific target of citizens residing in the hamlets and not able to reach the “heart of the city” (elderly, migrants, women without driving licence and youth) and, on the other hand, a high level of air pollution, provoked by the intense traffic produced by private and commercial vehicles. Eventually, this key topic has been forgotten for many years, believing, mistakenly, that it was a matter exclusive to the big city.

The Municipality of Cento will act in the wake of the precepts declared by the European Green Deal, New Leipzig Charter etc. As a matter of fact, the European Green Deal focuses on the strong interconnection between various dimensions of urban life (environmental, economic, social and cultural) and, therefore, the development of a new sustainable urban mobility system should take into account all these sides, using an integrated and multidisciplinary approach. In this way, the Municipality of Cento will focus not only on a simple reorganisation of the local mobility, following the environmental regulations, but will act in tight cooperation with several and different stakeholders, in order to make the new Integrated Mobility Action Plan an innovative and real tool able to intervene in the socio-economic dynamics of the community. Moreover, taking as reference the New Leipzig Charter, which highlight the cities' need to receive a full support of all governmental levels and all key actors, both governmental and non-governmental, the Municipality of Cento, will take advantage from the tools and resources equipped by the Urbact's project, to launch a profitable cooperation path not only with the surrounding local authorities as bordering municipalities and the three provinces of Ferrara, Bologna and Modena, but also with regional and national authorities having competences and power in these fields as the Emilia-Romagna region and the Italian Environment Ministry.

Key stakeholders:

- Local Government Authorities: Cento Municipal Council, Cento Town Hall.
- Transportation Agencies and Authorities: Local Transport Authority of Cento, Emilia-Romagna Regional Transport Agency.
- Public Transit Operators: Bus companies operating within Cento, Regional Rail Operators serving the area.
- Community Organizations: Environmental/Sustainability NGOs, Residents' Associations in Cento.
- Business Community: Cento Chamber of Commerce, Local Businesses and Employers.
- Educational Institutions: Schools, Colleges, and Universities in Cento.
- Transportation Users: Residents, Commuters, Cyclists, Pedestrians.
- Regional and National Authorities: Emilia-Romagna Regional Government, Ministry of Infrastructure and Transport.

EXPERT OUTCOMES AND CONCLUSIONS FROM STUDY VISITS

The lack of an efficient public transport system leads to the socio-economic marginalisation of specific target of citizens residing in the hamlets and not able to reach the heart of the city (elderly, migrants, women without driving licence and youth).

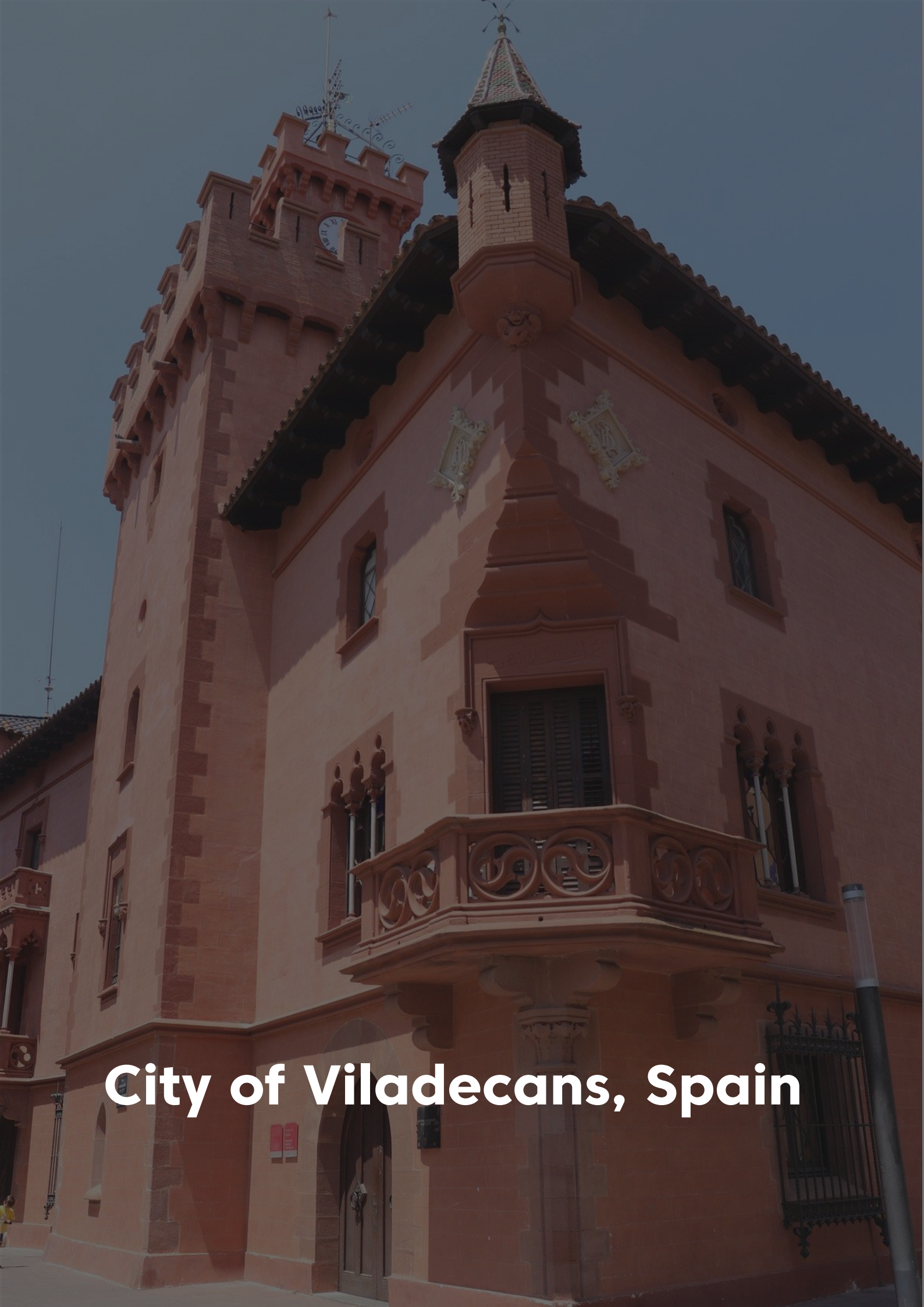
The biggest challenge for the municipality will be to create an efficient public transport system that will meet the needs of all social groups, here great emphasis should be placed primarily on enabling the movement of emigrants who live in the most remote corners of the region (which is important not only in the context of assimilation but also in context of the labour market expansion).

It is worth considering the possibility of introducing on-demand transport, which can largely contribute to improving the situation in terms of accessibility to basic travel purposes.

The percentage of bicycle users has great potential - a bicycle seems to be a natural and common means of transport (especially in Cento); improving traffic conditions and cyclist safety throughout the municipality area can ensure 100% usage of this potential.

The strength of the municipality is its strong cooperation structures, not only within the office itself, but also with dynamically operating NGOs.

There is a great need to obtain basic transport data - regarding modal split, road traffic safety, transport needs of residents, etc.

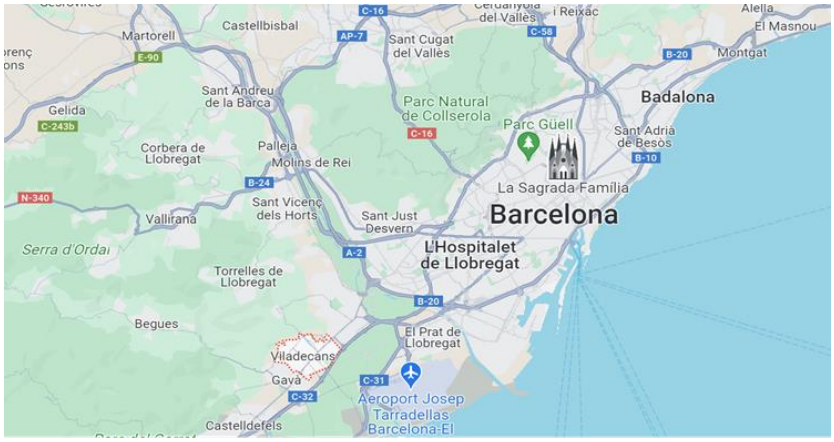


City of Viladecans, Spain

City of Viladecans, Spain

Viladecans belongs to the Barcelona Metropolitan Area, located between Sant Boi de Llobregat and Sant Climent de Llobregat, and is on the coast of the Mediterranean Sea between El Prat de Llobregat and Gavà. Viladecans has a population of 66 000. The city has traditionally had a working-class profile. With a GDP per capita 22.10, 9.5 points below the Catalan Average (31.6), the family income has grown by 20% above the Spanish average the last 6 years and it is the 2nd medium-size city in Spain with bigger with the greatest income equality in Spain. It has a hospital, which serves the surrounding towns.

Figure 11. The Municipality of Viladecans



Source: Google Maps

In Viladecans, the institutional framework regarding urban mobility is connected to Viladecans Strategic Framework, that is, Viladecans 2030 Strategy and Viladecans Local Urban Agenda. Both documents are aligned with the UN 2030 agenda (SDGs) and the main international agendas, such the Urban Agenda for the EU.

Viladecans 2030 Strategy establishes 6 priority axes (1 of them being is Ecological Transition) & defines Inclusion, Digital & Green Transition as transversal to all strategic axes, it sets 25 challenges (this project will contribute to at least 4) & 2 missions, 1 of which is: “Making Viladecans an emissions-neutral city in 2030 and negative emissions in 2050, optimising the cycle of energy and increasing the presence of nature in the urban centre.” This Mission and all the related actions (including the 15 direct actions of Viladecans Local Urban Agenda related to mobility), and also PUMA proposal, is fully aligned with:

- The Green Deal and the EU 2030 Climate Target Plan which sets the objective to cut greenhouse gas emissions by at least 55% by 2030 in the path to become a climate neutral continent by 2050.
- The objectives of the Cohesion Policy: (2) a greener, low carbon transitioning towards a net zero carbon economy; (3) a more connected Europe by enhancing mobility.

Regarding the challenges Viladecans faces in the area of mobility, the one that stands out has to do with the need to update its Local Mobility Plan, as the previous Urban Mobility Plan has expired.

Mobility represents almost 58% of the city CO2 emissions, so if Viladecans aims to become a climate neutral city by 2030, as set out in Viladecans 2030 Strategy, a sustainable & holistic approach to reduce this source of emissions is essential. As a city with more than 50,000 inhabitants, Viladecans has to develop a Low Emission Zone according to European and Spanish regulations. The city is currently implementing it and it is expected to be active in 2024.

To name a few specific challenges:

- Reduction of the emissions associated with mobility by 40% in 2023-2027 and by 60% in 27-31,
- Increase of urban & interurban mobility with bicycle and Personal Mobility Vehicles. Increasing the Interconnection of the network of bike lanes & cycle ways as well as to complete the urban cycling network,
- Improvement of the frequency of urban and interurban buses. Creation of the new bus line (VilaBus 3), and redefinition of new bus stops for new areas of the city,
- Improvement of public transport service between Viladecans & Barcelona and between Viladecans and the rest of the cities inside Barcelona Metropolitan Area [PH1]
- Creation of parking lots in the periphery of the LEZ to reduce 6,000 cars circulating in the city (2024-26)
- Deployment of the safe bicycle parking network on roads in all city districts.
- Increase regulated parking zones in order to reduce car traffic.

The municipality of Viladecans has a number of strategic documents, including:

- Viladecans 2030 Strategy
- Viladecans Local Urban Agenda
- Viladecans Urban Mobility Plan (2016-2022)
- Metropolitan Urban Mobility Plan (2019-2024)

Other ongoing projects regarding sustainable mobility are:

- Carsharing and bikesharing (AMBICI)
- Consolidation of a network of continuous cycling and walking routes

Viladecans has been awarded 2.5M€ (NextGenEU) to implement a LEZ in almost the whole urban area, and on 24th July 2023 has received confirmation of the 2 M€-grant for completing and connecting the bicycle lanes and thousands of bicycle parking racks.

In the sustainable urban logistics sector, the city council is developing with the support of the Metropolitan Area of Barcelona and funding from Next Generation EU a pilot of a sustainable urban logistics service for the reduction and eventual elimination of local deliveries by the catering and food sector with polluting vehicles.

Key stakeholders:

- Local Government Authorities: Viladecans Municipal Council, Metropolitan Area of Barcelona (AMB) Authorities.
- Transportation Agencies and Authorities: Metropolitan Transport Authority of Barcelona (ATM), Barcelona Metropolitan Transport Consortium (CTM).
- Public Transit Operators: Barcelona Metropolitan Transport (TMB), Ferrocarrils de la Generalitat de Catalunya (FGC), Bus Operators serving Viladecans.
- Community Organizations: Environmental/Sustainability NGOs, Residents' Associations in Viladecans.
- Business Community: Viladecans Chamber of Commerce, Local Businesses and Employers.
- Educational Institutions: Schools, Colleges, and Universities in Viladecans.
- Transportation Users: Residents, Commuters, Cyclists, Pedestrians.
- Regional and National Authorities: Government of Catalonia, Ministry of Transport, Mobility, and Urban Agenda.

EXPERT OUTCOMES AND CONCLUSIONS FROM STUDY VISITS

The municipality of Viladecans has a number of strategic documents, also broadly relating to the issue of sustainable transport, which is an excellent starting point for the development of a new SUMP.

As a city with more than 50,000 inhabitants, Viladecans is obliged to have a LEZ according to European and Spanish regulations.

A big challenge will be to evaluate the previous SUMP and sort out all the provisions and activities in the field of sustainable mobility from all applicable strategic documents.

The added value is belonging to the Barcelona Metropolitan Area, which has clearly defined activities in the field of sustainable mobility, uniform for the entire area.

Viladecans is a very climate-conscious, ambitious and determined municipality (as evidenced by the numerous awards it has won, such as the European Green Leaf 2025), it also has staff specialised in this area - the main challenge is to use human potential and appropriate distribution of forces - this would allow the development of the document using the municipality's human resources.

City of Nova Gorica, Slovenia

City of Nova Gorica, Slovenia

The Municipality of Nova Gorica is a town in western Slovenia, on the border with Italy. Nova Gorica is a planned town, built according to the principles of modernist architecture after 1947, when the Paris Peace Treaty established a new border between Yugoslavia and Italy, leaving nearby Gorizia outside the borders of Yugoslavia and thus cutting off the Soča Valley, the Vipava Valley, the Gorizia Hills and the northwestern Karst Plateau from their traditional regional urban centre. Since 1948, Nova Gorica has replaced Gorizia as the principal urban centre of the Gorizia region, as the northern part of the Slovenian Littoral has been traditionally called. Since May 2011, Nova Gorica has been joined with Gorizia and Šempeter-Vrtojba in a common trans-border metropolitan zone, administered by a joint administration board.

Figure 12. The Municipality of Nova Gorica

Source: Google Maps

The Municipality of Nova Gorica has identified sustainable mobility as a priority area of action in their SUMP 2030 plan. Developing a comprehensive sustainable mobility system is crucial for reducing the city's carbon footprint and promoting sustainable transportation. In addition to focusing on transportation and infrastructure management, it's important to address the needs of vulnerable populations, such as the elderly, young unemployed, homeless, low-income families, and disabled people. It's encouraging to see that the city is working with competent institutions and NGOs to offer a set of services for vulnerable groups, and that there is a plan to adjust the quality of these services to meet the needs of these groups in light of new challenges. In terms of implementation, it's important to have effective coordination and information-sharing among the different organisations and stakeholders involved in these initiatives and projects. By working together, they can create synergies and that the services provided are accessible and viable in the long-term. The potential for creating jobs in social entrepreneurship is also an important aspect to consider, as it can help to promote economic development while also addressing social needs. Overall, it's encouraging to see the Municipality of Nova Gorica taking a comprehensive and collaborative approach to promoting sustainable mobility and social care in the city and surrounding areas.

National urban development in Slovenia is guided by a comprehensive legal and policy framework that emphasises sustainable urban mobility. The country's urban mobility policies are designed to promote efficient and eco-friendly transportation systems while addressing challenges such as congestion, pollution, and accessibility. The legal foundation includes the Spatial Management Act and the Sustainable Mobility Act, which outline regulations for urban planning, infrastructure development, and transportation management.

The Ministry of Infrastructure plays a pivotal role in shaping these policies, collaborating with local municipalities, regional development agencies, transportation agencies, and environmental organisations to ensure their effective implementation.

Key stakeholders in Slovenia's urban mobility landscape include public transportation authorities, cycling and pedestrian advocacy groups, automobile associations, and environmental NGOs.

Slovenia’s commitment to sustainable mobility is underscored by initiatives such as the promotion of cycling lanes, pedestrian-friendly zones, and the integration of electric vehicles into urban transportation networks.

Despite huge progress made over the recent years, challenges such as traffic congestion and maintaining air quality in the cities remain focal points, prompting ongoing efforts to balance mobility needs with environmental preservation and urban liveability.

The municipality of Nova Gorica has a number of strategic documents, including:

- Integrated transport strategy 2020 (it is currently under revision and being updated)
- Regional Development Programme 2021-2027
- Accessibility Strategic Plan of the Municipality of Nova Gorica
- Sustainable Urban Strategy Nova Gorica 2030
- Strategy for Older Persons in the Municipality of Nova Gorica 2022 – 2026

In Nova Gorica, the institutional framework for urban mobility encompasses a collaborative effort between local government bodies, transportation agencies, and community organisations.

The municipality's urban mobility offer is diversified, catering to both residents and visitors. An integrated public transportation system of buses and trains facilitates convenient intra-city and regional travel. However, challenges persist at the local level.

The city faces increasing traffic congestion, leading to concerns about air quality and road safety. Additionally, ensuring accessible and sustainable mobility options for all residents, including those with disabilities, remains a priority.

To address these issues, Nova Gorica focuses on enhancing its pedestrian and cycling infrastructure, promoting the use of electric vehicles, and implementing intelligent traffic management systems.

Public engagement and participation play a vital role in shaping these initiatives, creating a dynamic partnership between the community and local authorities to build a more efficient, environmentally conscious, and inclusive urban mobility landscape.

Key stakeholders:

- Local Government Authorities: Nova Gorica Municipal Council, Gorizia Municipal Council.
- Transportation Agencies and Authorities: Municipality of Nova Gorica Transport Department, Municipality of Gorizia Transport Department, Public Transport Operators serving both municipalities.
- Public Transit Operators: Local Bus Companies, Rail Operators, Cross-border Transport Operators.
- Community Organizations: Environmental/Sustainability NGOs, Residents' Associations in Nova Gorica and Gorizia.
- Business Community: Nova Gorica Chamber of Commerce, Gorizia Chamber of Commerce, Local Businesses and Employers.
- Educational Institutions: Schools, Colleges, and Universities in Nova Gorica and Gorizia.
- Transportation Users: Residents, Commuters, Cyclists, Pedestrians.
- Regional and National Authorities: Slovenian Ministry of Infrastructure, Italian Ministry of Infrastructure and Transport, Friuli-Venezia Giulia Regional Government.

EXPERT OUTCOMES AND CONCLUSIONS FROM STUDY VISITS

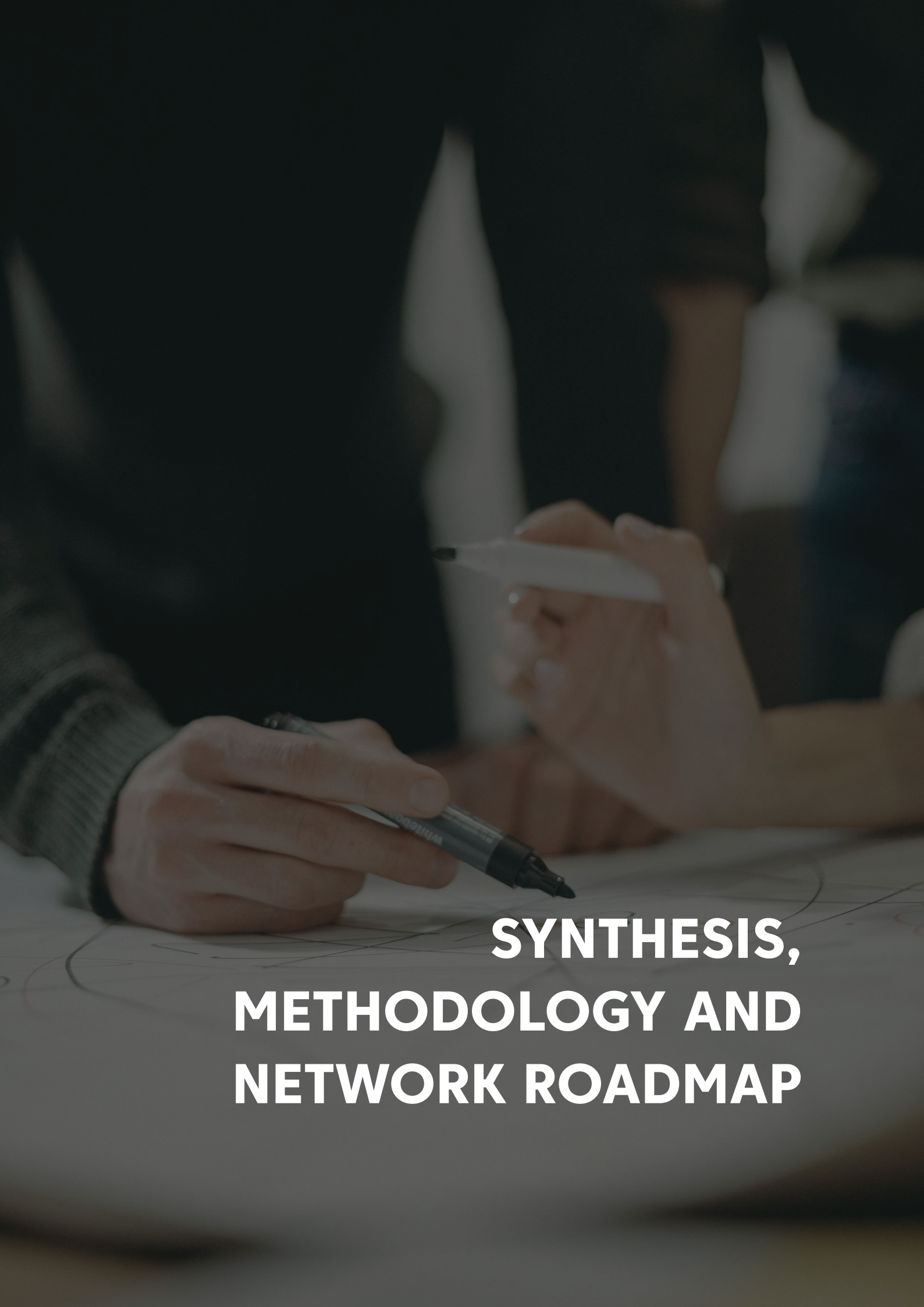
The biggest challenge for the municipality will be to develop a mobility plan covering the area on both sides of the border (Slovenia and Italy), this will require developing cooperation not only at the level of local administration but also at higher levels of government.

The city faces increasing traffic congestion, leading to concerns about air quality and road safety.

Main targets of the upcoming SUMP will be pedestrian and cycling infrastructure, promoting the use of electric vehicles, and implementing intelligent traffic management systems.

An extremely important issue will be to develop an effective way of involving key stakeholders in the process of working on the plan, including, above all, residents (including national minorities).

Great emphasis should be placed on the soft measures aimed at changing the mobility habits of the residents.



SYNTHESIS, METHODOLOGY AND NETWORK ROADMAP

SYNTHESIS

The EU provides crucial guidelines for Sustainable Urban Mobility Plans (SUMPs), pivotal documents in shaping mobility strategies. However, not all cities possess the necessary capacity to fully implement these guidelines. Therefore, this URBACT project aims to introduce a novel local approach: simplifying the implementation of these guidelines across cities of varying sizes and contexts. The main focus is to create adaptable methods that cities, regardless of their differences, can utilize. The resulting Integrated Mobility Action Plans and shared learnings will serve as valuable resources for other cities internationally, aiding them in their own mobility planning endeavours.

The collaboration among these cities is driven by their similarity in size and population, leading to shared challenges in sustainable urban mobility.

The composition of the PUMA Network, encompassing cities from diverse EU regions - North, South, and Central Europe - ensures a wealth of cultural diversity and experiences for each participating city. Furthermore, the network embodies various perspectives on sustainable urban mobility development; while some cities already possess plans, others are yet to initiate them, and there's a spectrum regarding the scale of planning - from citywide to cross-border or district-specific. This diversity promises a rich exchange of experiences.

Notably, the project aims to spotlight the often overlooked smaller and medium-sized cities within the EU arena. By doing so, it not only fosters awareness but also contributes to the broader discourse on international urban planning and EU policies, historically centred on metropolitan regions or capital cities. The project's impact extends beyond facilitating connections between regions with limited existing ties (North, South, and Central Europe). Through collaboration, it opens avenues for knowledge sharing, ultimately offering solutions to mobility challenges that transcend regional boundaries.

The key points and potential contributions of each partner involved in the PUMA network:

Liepaja:

- Focus on encouraging alternatives to private car usage (walking, cycling, Public Transport).
- Areas of Focus: Road Safety, Public Transport Enhancement, Bicycle Transport Development, Cooperation within the neighbouring municipality and region, and Parking Policy.
- Starting with data analysis for a mobility plan.
- Effective stakeholder involvement, particularly residents.
- Emphasis on soft measures to alter mobility habits.

Dienvidkurzeme:

- Analysis of regional documents and transportation needs.
- Focus on public transport development and eliminating transport gaps (especially with school transportation).
- Creating a collaboration platform and assigning responsibilities.
- Improving cycling safety and infrastructure.
- Coordinating with strategic planning efforts.
- Prioritising road traffic safety and soft measures for behaviour change.

Public Institution "Žaliasis regionas":

- Addressing challenges of high private car usage and unpopular public transport.
- Innovative transport solutions as a model for the network.
- Addressing local mobility needs and sustainable mobility.
- Effective stakeholder engagement.
- Emphasising soft measures for behavioural changes.

Larissa:

- Experienced in implementing a Sustainable Urban Mobility Plan (SUMP).
- Adapting existing plans to current mobility needs.
- Addressing challenges in public transport coordination and quality.
- Emphasis on soft measures for behaviour change.
- Sharing expertise in urban mobility projects.

University of Zagreb:

- Leading education and research institution in transport engineering.
- Creation of a national competence centre for SUMPs.
- Sharing expertise within the PUMA network for defining indicators, webinars, etc.

Gdańsk:

- Analysis of existing documents and collaboration with city architects.
- Expertise in improving road safety and traffic organisation.
- Overcoming challenges in stakeholder engagement and district mobility needs.
- Emphasising pedestrian and cycling safety and integrating public transport.

Cento:

- Addressing challenges in the lack of efficient public transport.
- Focusing on inclusive mobility and on-demand transport.
- Leveraging strong cooperative structures and NGO collaboration.
- Need for fundamental transport data acquisition.

Viladecans:

- Utilising existing strategic documents for SUMP development.
- Compliance with LEZ regulations.
- Evaluation of previous SUMPs and alignment with other strategic plans.
- Expanding rail accessibility and leveraging municipal expertise.

Nova Gorica:

- Overcoming challenges in cross-border mobility planning.
- Addressing traffic congestion, air quality, and road safety concerns.
- Focusing on pedestrian, cycling infrastructure, and intelligent traffic management.
- Effective stakeholder involvement and soft measures for behaviour change.

Potential connections between the partners and the outputs they can contribute to the entire PUMA network:

Liepaja & Dienvidkurzeme:

- Common Focus: Developing public transport and enhancing cycling infrastructure.
- Potential Collaboration: Sharing strategies on public transport development and cycling safety measures.
- University of Zagreb & Larissa:
- Common Ground: Expertise in implementing and refining Sustainable Urban Mobility Plans (SUMPs).
- Potential Collaboration: Sharing experiences, methodologies, and best practices in SUMP development.

Gdańsk & Viladecans:

- Similar Challenges: Improving road safety, public transport integration, and stakeholder engagement.
- Potential Collaboration: Exchanging strategies on road safety measures, enhancing public transport systems, and engaging stakeholders effectively.

Nova Gorica & Cento:

- Similar Focus: Addressing challenges in cross-border mobility planning and inclusive public transport.
- Potential Collaboration: Sharing experiences in cross-border cooperation, developing inclusive transport systems, and implementing on-demand transport solutions.

Outputs Contribution to the Whole Network:

Data Analysis (Liepaja & Dienvidkurzeme):

- Comprehensive data analysis and mobility plans focusing on public transport, cycling, and road safety.

Education and Research (University of Zagreb):

- Expertise in creating a national competence centre for Sustainable Urban Mobility Plans (SUMPs) and sharing knowledge through webinars, methodologies, and indicator definitions.

Urban Mobility Expertise (Larissa, Gdańsk, Viladecans, Nova Gorica, Cento):

- Sharing experiences, best practices, and strategies in improving road safety, integrating public transport, and enhancing cycling infrastructure.

Stakeholder Engagement Strategies (All Partners):

- Best practices in engaging stakeholders, especially residents and minorities, through effective strategies and soft measures for behaviour change.

Cross-Border Mobility Solutions (Nova Gorica):

- Expertise in addressing challenges related to cross-border mobility.

Inclusive transport system (Cento):

- Expertise in addressing challenges related to inclusive transport systems.

Compliance and Regulation (Viladecans):

- Expertise in complying with LEZ regulations and aligning SUMPs with regulatory requirements.

By leveraging their respective expertise, experiences, and focus areas, these partners can collaborate and contribute outputs that benefit the entire PUMA network, enhancing strategies, plans, and approaches to sustainable urban mobility.

METODOLOGY

Urban areas face evolving challenges in mobility and sustainability. To effectively address these challenges, the development of a Sustainable Urban Mobility Plan (SUMP) is essential. However, within URBACT Action planning network it is not possible to develop a classical SUMP. Therefore, PUMA LE together with PPs have designed a methodology for development of the Integrated Mobility Action Plan (IMAP), that is grounded in the URBACT methodology, and also consists of main parts of SUMP methodology that adopts a structured and comprehensive approach to urban mobility, aligning with the core principles of sustainability, inclusivity, and innovation.

Understanding the SUMP/IMAP Approach

Combining the URBACT method with the EU guidance for Sustainable Urban Mobility Plans (SUMPs) can indeed yield significant benefits. Here's a breakdown of how these methodologies complement each other and the added value of the resulting process:

1. URBACT Methodology:
    - URBACT emphasizes participatory processes involving various stakeholders including local authorities, citizens, businesses, and NGOs.
    - It fosters collaborative learning and exchange of best practices among cities, promoting peer-to-peer knowledge transfer.
    - URBACT encourages the development of integrated and holistic approaches to urban challenges, acknowledging the interconnectedness of various urban systems.
2. EU Guidance for SUMPs:
    - The EU guidance for SUMPs provides a structured framework for developing sustainable mobility plans tailored to the specific needs and context of urban areas.
    - It emphasizes the importance of sustainable modes of transportation such as walking, cycling, and public transit, aiming to reduce dependence on private car usage.
    - The guidance encourages the integration of land-use planning with transport planning to create more compact, accessible, and livable urban environments.

Combining the Methodologies:

- By combining the URBACT method with the EU guidance for SUMPs, cities can leverage the strengths of both approaches.
- The participatory nature of the URBACT method can enhance the stakeholder engagement process recommended by the SUMP guidance, ensuring that diverse perspectives are considered in the planning process.

- URBACT's emphasis on collaborative learning can facilitate knowledge exchange between cities that have successfully implemented sustainable mobility solutions, enabling others to adapt and replicate these practices.
- The holistic approach promoted by URBACT aligns well with the integrated planning principles advocated by the SUMP guidance, helping cities develop comprehensive strategies that address not only transportation challenges but also broader urban development goals.

Added Value:

- The combined approach enhances the robustness and effectiveness of urban mobility planning by integrating insights from both methodologies.
- It fosters a more inclusive and transparent decision-making process, leading to greater buy-in from stakeholders and increased support for the resulting policies and interventions.
- By drawing on the experiences and expertise of multiple cities, the combined approach promotes innovation and fosters a culture of continuous improvement in urban mobility planning.
- Ultimately, the synergy between the URBACT method and the EU guidance for SUMPs enables cities to develop more sustainable, equitable, and resilient transportation systems that contribute to the overall well-being and quality of life of urban residents.

SUMP/IMAP, guided by URBACT principles, operates on the premise of inclusivity, engaging stakeholders, and considering diverse urban contexts. The methodology emphasises a multi-dimensional strategy that encompasses various aspects:

1. Stakeholder Engagement and Collaboration
2. Data-Driven Analysis
3. Holistic and Integrated Strategies
4. Innovation and Adaptability

The implementation of this methodology unfolds through distinct stages:

1. Assessment and Analysis
2. Strategy Development
3. Implementation and Monitoring
4. Evaluation and Adaptation

Aspects and stages for understanding the concept of sustainable urban mobility planning are explained in detail in Annex 2.

In details puma project methodology incorporating URBACT tools and sump guidelines along with the outlined steps follows a structured approach:

LEVEL	ACTIVITIES	
National level	Transnational Meetings	
	Lead Expert Visit	
	Webinars	
LEVEL	ACTIVITIES	SUB-ACTIVITIES
Local level	Preparation and Analysis	Set up Working Structure
		Determine Planning Network (Stakeholders Analysis)
		Analyse Mobility Situation (Data on Current Mobility)
		Identify Challenges and Opportunities
		Define Project Scope and Goals
		Develop Vision and Strategy with Stakeholders
		Develop Long-Term Strategy for Sustainable Mobility
	Strategy Development	Build and Jointly Access Scenarios
		Set Targets and Indicators
		Research Best Practice from Other Regions
		Define Specific Measures for Each Municipality
	Measure Planning	Select Measures Package with Stakeholders
		Translate Measures into Single Activities
		Agree on Actions and Responsibilities
		Prepare for Adoption and Financing
		Define Framework for Monitoring
		Rebuild the ULG Governance for Implementation
	Preparing final IAP	

National level

i. Transnational Meetings:

Six transnational meetings will play a crucial role in fostering collaboration and knowledge exchange among all PUMA PPS. The key methodological aspects for transnational meetings include:

- Preparation and Agenda Setting
- Inviting Relevant Stakeholders
- Structured Discussions and Workshops
- Summarising key insights, strategies and challenges, discussed during the meeting

ii. Lead Expert Visits:

Methodology for LE visits aims to facilitate knowledge exchange and learning between cities or projects. These visits are instrumental in allowing experts to interact directly with stakeholders, understand local contexts, and share expertise. LE visit includes:

- Preparation
- Activities During the Visit
- Learning and Knowledge Transfer
- Follow-Up and Support
- Evaluation

The LE visit within the PUMA project prioritises active engagement, knowledge sharing, and actionable outcomes. It aims to create a platform for meaningful interaction and the transfer of expertise, fostering a collaborative environment for addressing urban mobility challenges.

Methodologies for transnational meetings and LE visits are explained in detail in Annex 3.

iii. Webinars:

Webinars serve as accessible platforms for disseminating knowledge and facilitating discussions among a wide audience. The methodology for conducting webinars include:

- Topic Definition: Topics have been chosen within online survey among all partners and those are:
  - Micro mobility (cycling, walking, scooters etc.)
  - City logistic
  - Mobility indicators for SUMP
  - Public transport

- Road safety (30km/h zones, safety infrastructure, digital solutions etc.)

- One of the PPs will provide great support during the webinars – University of Zagreb. Due to the fact that it is a scientific and research unit, it has excellent resources to support the entire network in this area.
- Interactive Sessions: Incorporating Q&A sessions, polls, and live discussions to encourage audience participation and engagement.
- Post-Webinar Resources: Making recordings, presentation slides, and additional resources available post-webinar for wider dissemination and reference.

Local level

i. Preparation and analysis

a. Set up Working Structure

Objective: Establish the organisational framework.

Methodology:

- Form a core project team with representatives from involved municipalities and stakeholders.
- Define roles, responsibilities, and communication channels within the team.
- Determine decision-making processes and workflow.

b. Determine Planning Network (Stakeholders Analysis)

Objective: Identify and engage relevant stakeholders.

Methodology:

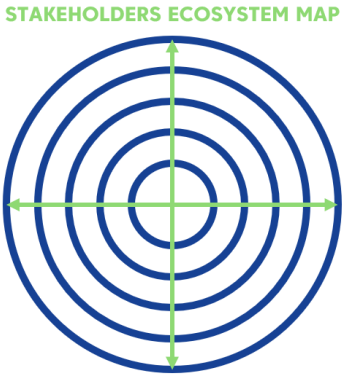
- Conduct stakeholder analysis to identify key players in mobility planning.

URBACT provides various tools and methodologies to analyse stakeholders involved in urban mobility planning. One of the commonly used tools for stakeholder analysis within the URBACT framework is the Stakeholder Mapping Tool. This tool helps in identifying and understanding the key stakeholders influencing or impacted by mobility planning initiatives. Here's' an overview of how this tool can be utilised:

URBACT Stakeholder Mapping Tool:

- Identification of Stakeholders
- Categorization and Classification
- Analysing Stakeholder Characteristics
- Mapping and Visualization

Figure 13. Stakeholder ecosystem map



Source: https://urbact.eu/toolbox-home/engaging-stakeholders/stakeholders-ecosystem-map

Engagement Strategy and Action Plan:

- Prioritisation
- Engagement Strategies
- Actionable Steps

Continuous Review and Adaptation:

- Dynamic Analysis
- In the process of developing a Sustainable Urban Mobility Plan, involving stakeholders from various sectors is crucial for its success.

A comprehensive list of stakeholders that might be involved:

Government Bodies and Agencies:

- Local Municipalities and City Councils
- Transport Departments or Ministries
- Urban Planning and Development Authorities

Transport Operators:

- Public Transport Agencies (bus, tram, metro, etc.)
- Private Transport Companies
- Taxi Associations

Citizen Representatives:

- Residents Associations
- Commuter Organizations
- Advocacy Groups (environmental, accessibility, etc.)

Business and Industry:

- Local Businesses and Employers
- Freight and Logistics Companies

- Chambers of Commerce

Education and Research Institutions:

- Universities and Research Centres
- Schools and Educational Bodies
- Environmental and Health Organizations:
- Environmental NGOs
- Health Agencies and NGOs
- Cycling and Walking Advocates

Infrastructure and Construction Firms:

- Construction Companies
- Infrastructure Development Firms

Technology and Innovation Partners:

- Technology Providers (for smart mobility solutions)
- Innovation Hubs and Startups in Mobility

Emergency Services:

- Police Departments
- Ambulance Services
- Fire and Rescue Services

Tourism and Hospitality Industry:

- Tourism Boards
- Hospitality Associations

Media and Communication Channels:

- Local News Outlets
- Social Media Influencers
- Public Relations Firms

Financial Institutions:

- Banks and Investment Firms
- Grant Providers
- Funding Agencies

Engaging this diverse group ensures comprehensive representation and input from various perspectives, which is vital for creating a mobility plan that meets the needs of the community while considering environmental, economic, and social factors. Tailoring engagement strategies for each stakeholder group is essential to maximise their involvement and contributions to the SUMP/IMAP.

Create engagement strategies tailored to different stakeholder groups.

Designing engagement strategies tailored to various stakeholder groups involves understanding their unique interests, concerns, and levels of influence within the context of urban mobility planning. Here's a structured approach to creating such strategies:

Identify Stakeholder Groups:

- Primary Stakeholders
- Secondary Stakeholders

Understand Stakeholder Needs and Interests:

- Conduct Surveys or Interviews
- Data Analysis

Segmentation and Prioritization:

- Segment Stakeholders
- Prioritise Engagement

Tailored Engagement Strategies:

a. Government and Agencies:
   - Policy Workshops
   - Collaborative Planning

b. Community Groups and Residents:
   - Community Meetings
   - Interactive Platforms

c. Businesses and Economic Entities:
   - Business Forums
   - Partnership Opportunities

d. Environmental and Advocacy Groups:
   - Environmental Impact Sessions
   - Advocacy Workshops

Implementation and Feedback Loop:

- Execute Engagement Plans
- Establish Feedback Mechanisms

Documentation and Reporting:

- Record Outcomes
- Report and Communication

Tailoring engagement strategies to different stakeholder groups ensures inclusivity, fosters collaboration, and maximises the chances of successful implementation of urban mobility plans.

Establish collaboration methods to involve stakeholders throughout the project.

Establishing effective collaboration methods is pivotal for maintaining stakeholder engagement throughout the project lifecycle. Tailoring communication, embracing inclusivity, and fostering a culture of openness and responsiveness are key elements in ensuring meaningful stakeholder involvement.

Methodology for stakeholder analysis is described in detail in Annex 4.

c. Analyse Mobility Situation (Data on Current Mobility)

Objective: Assess the existing mobility scenario.

Methodology:

Gather and analyse data on current transportation modes, traffic patterns, infrastructure, and usage.

Gathering and analysing data on transportation modes, traffic patterns, infrastructure, and usage is critical for informed decision-making in urban mobility planning.

Data Collection:

a. Transportation Modes:
   - Surveys and Questionnaires,
   - Collaborate with transportation agencies to acquire data on public transport usage, including routes, ridership, and service frequency.

b. Traffic Patterns:
   - Traffic Counters and Sensors,
   - Access historical traffic data.

c. Infrastructure:
   - On-site assessments and inventories to catalogue existing transportation infrastructure,
   - Geographic Information System (GIS) tools to create maps.

Data Analysis:

a. Transportation Modes Analysis:
   - Analyse survey data to understand the proportion of commuters using different modes of transport,
   - Identify opportunities for promoting alternative modes (e.g., walking, cycling) based on commuter preferences and patterns.

b. Traffic Patterns Analysis:
   - Analyse traffic data to identify peak hours, congestion hotspots, and traffic flow patterns, aiding in optimising traffic management strategies,

- Evaluate the capacity of roads and intersections vis-à-vis current traffic volume to pinpoint areas needing infrastructure improvements.

c. Infrastructure Usage and Conditions:
   - Assess the utilisation of infrastructure components,
   - Evaluate the condition of existing infrastructure.

Integration and Interpretation:

a. Cross-Referencing Data:
   - Combine and cross-reference different data sets to identify correlations and insights.
   - Use integrated data analysis to pinpoint challenges and opportunities for improvement.

b. Visualisation and Reporting:
   - Utilise graphs, charts, and maps to visualise data trends,
   - Compile comprehensive reports and recommendations.

Gathering and analysing diverse data sets on transportation modes, traffic, and infrastructure lay the groundwork for evidence-based decision-making in urban mobility planning, facilitating informed strategies and interventions.

Methodology for mobility situation analysis in detail is available in Annex 4.

Utilise URBACT tools and sump guidelines for data collection and analysis.

By combining URBACT tools for stakeholder engagement and knowledge exchange with the strategic framework provided by SUMP and other relevant mobility planning guidelines, cities can effectively gather, analyse, and utilise data for informed decision-making in urban mobility planning.

Identify strengths, weaknesses, opportunities, and threats (SWOT analysis).

SWOT analysis is a strategic planning tool used to identify and evaluate Strengths, Weaknesses, Opportunities, and Threats related to a particular project, business, or situation.

Step-by-step guide on conducting a SWOT analysis is available in Annex 6.

Tips for successful SWOT analysis:

- Be Objective: Ensure an unbiased assessment, involving multiple perspectives from relevant stakeholders.
- Focus on Relevance: Prioritise factors that have the most significant impact on the project's objectives.
- Use a SWOT Matrix: Present findings in a matrix format for a clear visual representation.

- By systematically analysing internal strengths and weaknesses alongside external opportunities and threats, a SWOT analysis provides valuable insights to inform strategic decision-making and planning processes.

d. Identify Challenges and Opportunities

Objective: Recognize barriers and potential avenues for improvement.

Methodology:

Conduct a thorough analysis based on the identified data.

Conducting a thorough analysis based on identified data involves several steps to derive meaningful insights and inform decision-making.

Data Preparation:

- Data Cleaning
- Data Integration

Descriptive Analysis:

- Summary Statistics

Exploratory Data Analysis (EDA):

- Pattern Recognition
- Outlier Detection

Interpretation and Insights:

- Identify Key Findings
- Recommendations and Actionable Insights

Documentation and Reporting:

- Reporting
- Communication

Engage stakeholders in workshops or discussions to pinpoint challenges and opportunities.

Engaging stakeholders at every step of a project, especially in endeavours like urban mobility planning, holds immense significance for several reasons:

- Diverse Perspectives
- Better Problem Definition and Understanding
- Increased Acceptance and Support
- Enhanced Decision-Making and Solutions
- Improved Implementation and Sustainability
- Increased Transparency and Trust

- Adaptability and Flexibility

In essence, engaging stakeholders at every stage of a project empowers communities, enhances decision-making, fosters collaboration, and ultimately leads to more impactful and sustainable outcomes in projects like urban mobility planning.

Prioritise challenges and opportunities based on their impact and feasibility.

Prioritising challenges and opportunities in a project, especially in urban mobility planning, involves assessing their impact and feasibility.

Impact Assessment

- Define Criteria
- Impact Analysis
- Stakeholder Input

Feasibility Assessment

- Define Feasibility Criteria
- Feasibility Analysis
- Expert Input and Analysis

Prioritisation

- Assign scores to challenges and opportunities
- Apply weights to different criteria
- Rank challenges and opportunities
- Use matrices, charts, or diagrams
- Periodically revisit the prioritisation process

Decision-Making and Action Plan

- Develop actionable recommendations or strategies
- Allocate resources and efforts
- Develop a clear roadmap
- Continuous monitoring and evaluation

By systematically assessing impact and feasibility, projects can prioritise challenges and opportunities effectively, focusing efforts and resources on addressing critical issues and maximising potential benefits in urban mobility planning.

Methodology for identifying challenges and opportunities in detail is explained in Annex 7.

e. Define Project Scope and Goals

Objective: Outline the project's boundaries and desired outcomes.

Methodology:

- Establish clear and measurable project goals aligned with sustainable mobility principles.
- Define scope, including geographical area, time frame, and focus areas.

Establishing clear and measurable project goals aligned with sustainable mobility principles involves defining specific objectives that align with sustainability, accessibility, and efficiency.

Establish Clear and Measurable Project Goals

- Identify Sustainable Mobility Principles
- Define SMART Goals

Example Project Goals:

- Increase Public Transit Ridership by 20% within Two Years.
- Reduce CO_2 Emissions from Transport by 25% in Five Years.
- Expand Cycling Infrastructure to Connect Key Areas within 18 Months.

Define Scope

- Geographical Area
- Time Frame
- Focus Areas

Integration of Goals and Scope

- Confirm that the project goals emphasising sustainable mobility principles.
- Communicate the defined goals and scope to stakeholders.

Methodology for defining project scope and goals in detail is described in Annex 8.

f. Develop Vision and Strategy with Stakeholders

Objective: Create a shared vision and strategic direction.

Methodology:

- Engage stakeholders in workshops or collaborative sessions to co-create a vision.
- Develop strategies aligned with the vision, considering inputs from stakeholders.

Leveraging the collaborative nature of URBACT methodology allows for the integration of stakeholder inputs into vision development and strategy formulation, fostering ownership, and ensuring strategies align with diverse perspectives and the overarching vision for sustainable urban mobility.

g. Develop Long-Term Strategy for Sustainable Mobility

Objective: Outline a sustainable mobility roadmap.

Methodology:

- Formulate long-term strategies integrating sustainable mobility practices.
- Ensure alignment with URBACT tools and sump guidelines for sustainability.

ii. Strategy development

a. Build and Jointly Access Scenarios

Objective: Explore potential future scenarios.

Methodology:

- Develop various scenarios for mobility based on different influencing factors.
- Engage stakeholders to evaluate and choose the most feasible scenarios.

b. Set Targets and Indicators

Objective: Establish measurable targets.

Methodology:

- Define specific, measurable, achievable, relevant, and time-bound (SMART) targets.
- Identify relevant indicators to measure progress toward targets.

c. Research Best Practice from Other Regions

Objective: Learn from successful case studies.

Methodology:

- Research and analyse successful mobility initiatives implemented in other regions.
- Adapt and incorporate best practices into the strategy.

This part will be done at the level of the entire network. An overview of best practices not only among PPs but at the European level will allow each partner to select and adapt solutions tailored to local needs.

d. Define Specific Measures for Each Municipality

Objective: Tailor measures to individual municipality needs.

Methodology:

- Customise mobility measures based on the specific challenges and opportunities identified for each municipality.
- Ensure coherence and complementarity across measures in different regions.

SUMP/IMAP measures encompass a range of strategies, actions, and interventions aimed at promoting sustainable, efficient, and accessible urban mobility. Main fields or SUMP measures are:

- Active Transportation Promotion
- Public Transport Enhancement
- Mobility Management and Demand Reduction
- Sustainable Infrastructure
- Land Use Planning
- Promotion of Behavioural Change
- Accessibility and Inclusivity
- Monitoring and Evaluation

Concrete examples of SUMP/IMAP measures in these fields are described in Annex 9.

SUMP measures are designed to create a holistic and integrated approach to urban mobility planning, aiming to reduce congestion, emissions, and reliance on private vehicles while enhancing accessibility, equity, and sustainability in urban transportation systems. SUMP measures make clear links also to three URBACT cross-cutting priorities – Digital transition, Green Transformation and Gender Equality. Here are some directions for short- and long-term actions in these priorities:

Digital transition:

- Digital Mobility Platforms
- Data Collection and Analysis
- Digital Training and Awareness
- Smart Infrastructure Integration
- AI-Powered Mobility Solutions
- Digital Inclusion Policies

Green Transformation:

- Promotion of Sustainable and eco-friendly transportation modes
- Public Awareness Campaigns about reducing carbon footprint.
- Green Infrastructure Initiatives
- Transition to Electric Mobility
- Integrated Sustainable Urban Design
- Renewable Energy Integration

Gender Equality:

- Gender-Inclusive Mobility Assessments
- Women's Safety in Public Transport
- Diverse Representation in Decision-Making
- Accessibility and Affordability

By implementing these actions, leveraging the methodologies of SUMP and URBACT, the project can effectively advance the Digital Transition, Green Transformation, and Gender Equality objectives in urban mobility, creating a more inclusive, sustainable, and equitable urban environment.

More concrete actions and measures from URBACT cross cutting priorities perspective are described in Annex 9 (together with SUMP/IMAP measures).

iii. Measure planning

a. Select Measures Package with Stakeholders

Objective: Choose a set of measures aligned with the strategy.

Methodology:

- Engage stakeholders to collectively select measures based on agreed-upon criteria.
- Prioritise measures considering feasibility, impact, and resources.

b. Translate Measures into Single Activities

Objective: Break down measures into actionable steps.

Methodology:

- Develop detailed plans for implementing each selected measure.
- Create activity-based plans with timelines and resource allocation.

Developing detailed plans for implementing selected measures in urban mobility initiatives involves a systematic approach to create activity-based plans with timelines and resource allocation:

- Measure Implementation Planning
- Timeline Development
- Stakeholder Engagement and Responsibilities:
- Budgeting and Cost Allocation
- Risk Assessment and Mitigation
- Documentation and Reporting

By systematically detailing activities, allocating resources, setting timelines, and integrating risk mitigation strategies, urban mobility initiatives can effectively translate plans into action, ensuring efficient implementation of selected measures aligned with the broader objectives of sustainable urban mobility planning.

Approach for translating measures into single activities in detail is described in Annex 10.

c. Agree on Actions and Responsibilities

Objective: Clarify roles and responsibilities for implementation.

Methodology:

- Define clear responsibilities for each activity among stakeholders.
- Establish accountability mechanisms to ensure timely execution.

d. Prepare for Adoption and Financing

Objective: Secure necessary support and resources.

Methodology:

- Develop a comprehensive adoption plan to gain approval from relevant authorities.
- Create a financing strategy encompassing funding sources, grants, and partnerships.

The main steps of developing a comprehensive financing strategy for urban mobility initiatives involves identifying various funding sources, exploring grants, and establishing partnerships:

1. Assess Funding Needs and Scope
2. Identify Funding Sources
3. Research and Apply for Grants and Subsidies
4. Establish Partnerships with stakeholders and potential fundraisers
5. Strategy Development
6. Continuous Review and Adaptation

A step-by-step guide in detail for developing a comprehensive financing strategy is available in Annex 11.

e. Define Framework for Monitoring

Objective: Establish a system to track progress.

Methodology:

- Design a monitoring and evaluation framework with defined metrics and timelines.
- Set up regular review meetings to assess progress against set indicators.

Designing a monitoring and evaluation (M&E) framework aligned with the principles of Sustainable Urban Mobility Plans (SUMPs) involves setting up a structured system to track progress, measure impact, and adapt strategies as needed.

Define Metrics and Indicators:

- Establish Clear Objectives
- Indicator Selection

Timelines and Data Collection

- Establish Monitoring Timelines
- Baseline Data Collection

Regular Review Meetings

- Meeting Structure
- Progress Assessment

Reporting and Documentation

- Establish Reporting Mechanisms
- Communication

Continuous Improvement

- Learning and Adaptation
- Feedback Loop Closure

Evaluation of Impact

1. Impact Assessment

Description of SUMP/IMAP monitoring and evaluation framework is available in Annex 12.

f. Rebuild the ULG Governance for Implementation

Objective: Strengthen governance structures for implementation.

Methodology:

- Reevaluate and reinforce the urban local governance framework to ensure alignment with project goals.
- Establish mechanisms for ongoing communication, feedback, and decision-making.

iv. Preparing final IAP

Objective: Compile the IAP.

Methodology:

- Consolidate all developed strategies, measures, and plans into a comprehensive IAP document.
- Ensure clarity, coherence, and alignment with the project's vision and goals.

This methodology emphasises collaborative engagement with stakeholders, data-driven analysis, and a phased approach to strategize, plan, and implement sustainable mobility measures across multiple municipalities, integrating URBACT tools and SUMP guidelines throughout the process.

The SUMP methodology within the URBACT framework presents a dynamic and participatory approach to urban mobility planning. By embracing collaboration, data-driven strategies, holistic thinking, and adaptability, it aims to create sustainable, inclusive, and resilient urban mobility systems, essential for thriving cities of the future.

Cross-cutting priorities and the securing funding for the IAPs through Cohesion-funded programmes after the end of the network's lifetime:

1. Precise Definition of Activities Related to Cross-Cutting Priorities:
    - It's crucial to clearly define and articulate the activities related to cross-cutting priorities within the context of urban development and sustainable mobility planning.
    - This involves identifying specific actions that address multiple objectives simultaneously, such as promoting social inclusion, economic development, and environmental sustainability.
    - For instance, activities could include the implementation of integrated transportation and land-use planning strategies to reduce urban sprawl, enhance accessibility to public services, and mitigate environmental impacts.

- Furthermore, it's essential to ensure that these activities are aligned with relevant policy frameworks and strategic objectives at the local, regional, and national levels.

2. Securing Funding for Implementation Action Plans (IAPs) through Cohesion-Funded Programs:
   - While the URBACT method and EU guidance for SUMPs provide valuable frameworks for developing sustainable urban mobility plans, securing funding for the implementation of action plans is crucial for translating strategies into tangible outcomes.
   - Leveraging Cohesion-funded programs offers a significant opportunity to finance infrastructure projects, pilot initiatives, and capacity-building activities related to sustainable mobility.
   - However, to ensure the sustainability of investments beyond the lifespan of URBACT networks, it's essential to explore mechanisms for mainstreaming and embedding these initiatives into existing funding streams.
   - This may involve advocating for the inclusion of sustainable mobility objectives within regional development plans, transportation infrastructure projects, and other Cohesion-funded programs.
   - Additionally, fostering partnerships with relevant stakeholders, including regional authorities, transportation agencies, and private sector actors, can help mobilize resources and support for sustainable mobility initiatives.
   - Moreover, monitoring and evaluation mechanisms should be established to track the impact of Cohesion-funded investments on urban mobility outcomes, enabling evidence-based decision-making and continuous improvement over time.

By addressing these aspects, cities can enhance the effectiveness and sustainability of their efforts to promote sustainable urban mobility and achieve broader development objectives.

Important and additional parts of methodology that was explained in section 4.2. are provided in the following annexes:

- Annex 2: Understanding the SUMP/IMAP approach
- Annex 3: Methodology for Transnational meeting and Lead Expert visits
- Annex 4: Methodology for Stakeholder Analysis
- Annex 5: Methodology for Mobility Situation Analysis
- Annex 6: Step-By-Step Guide on Conducting A SWOT Analysis
- Annex 7: Methodology For Identifying Challenges and Opportunities
- Annex 8: Methodology For Defining Project Scope and Goals
- Annex 9: Examples Of SUMP/IMAP Measures
- Annex 10: Approach For Translating Measures into Single Activities

NETWORK ROADMAP

Full network roadmap is available in Annex 13.

The project roadmap begins with a comprehensive analysis at the local level, identifying challenges, setting goals, and engaging stakeholders. Then it progresses to strategy development, selecting specific measures, and planning for implementation. Alongside these local efforts, there are numerous national-level milestones, events, and focus areas aimed at fostering international collaboration and knowledge exchange in sustainable urban mobility planning.

The synergy between local and national activities is evident as they intricately intersect. The roadmap meticulously orchestrates a seamless connection between each phase of the project, ensuring a cohesive flow of activities. International gatherings will be tailored to precisely address the evolving requirements of partners, encompassing substantive and administrative aspects in alignment with their present needs.

Project milestones at the national level include the development of Baseline study, Roadmap and Communication plan (achieved in December 2023) and IAP peer review (first quarter of 2025).

On local level milestones include setting up ULG and preparing IAP (first drafts then final documents).

At national level, by organising webinars the focus areas span a wide spectrum of urban mobility, including micro-mobility (cycling, walking, scooters, etc.), city logistics, mobility indicators for Sustainable Urban Mobility Plans (SUMPs), public transport, and road safety initiatives encompassing 30km/h zones, safety infrastructure, and digital solutions. The network activity will be addressed through various events such as URBACT events (USU, city festival), along with international meetings and LE visits.

The local level roadmap is intricately designed to navigate the project phases towards sustainable mobility. It involves ULG meetings, which pave the way for international meeting preparations. The project phases outline comprehensive steps:

i. Preparation and Analysis involves setting up the working structure, analysing the current mobility situation, identifying challenges and opportunities, and developing a vision and strategy with stakeholders.
ii. Strategy Development focuses on jointly accessing scenarios, setting targets and indicators, researching best practices from other regions, and defining specific measures for each municipality.
iii. Measure Planning entails selecting a measures package with stakeholders, translating measures into single activities, agreeing on actions and responsibilities, preparing for adoption and financing,

defining a framework for monitoring, and rebuilding the ULG governance for implementation.

The final phase revolves around preparing the Final IAP and conducting testing, the specifics of which are yet to be determined. This comprehensive approach at both national and local levels ensures a thorough and strategic process towards achieving sustainable urban mobility.

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