


**Step by step
guide**

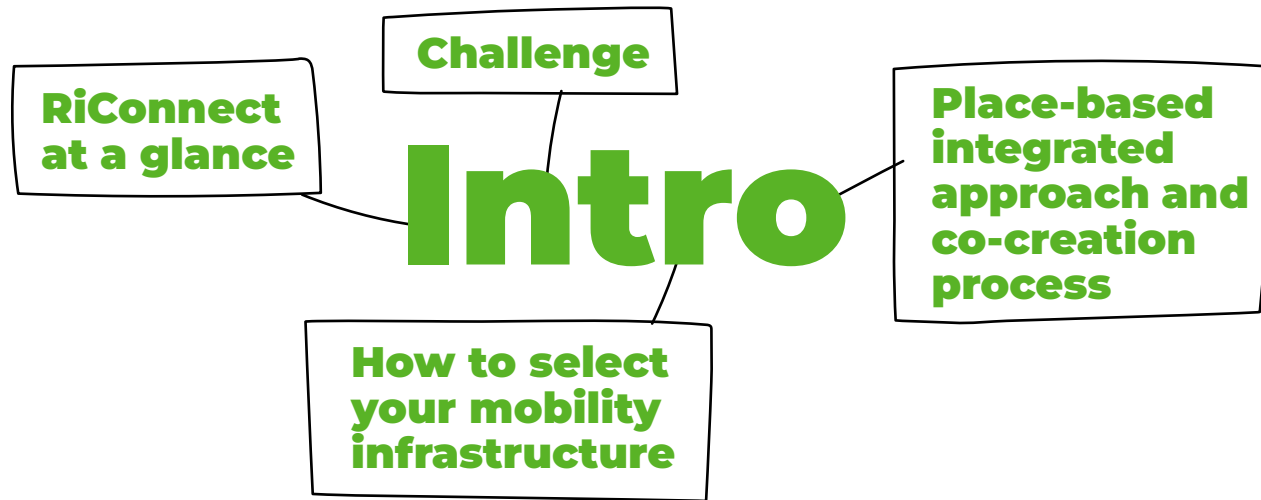


Rethink mobility infrastructure

**for better
metropolises**



**RiConnect
Final report**



The Process

1. Set up the governance
2. Co-creation process
3. Drafting the plan
4. Small-scale tests
5. Collaboration with other networks
6. Implementation and funding
7. Communication



What's
Next →
Look to the future!

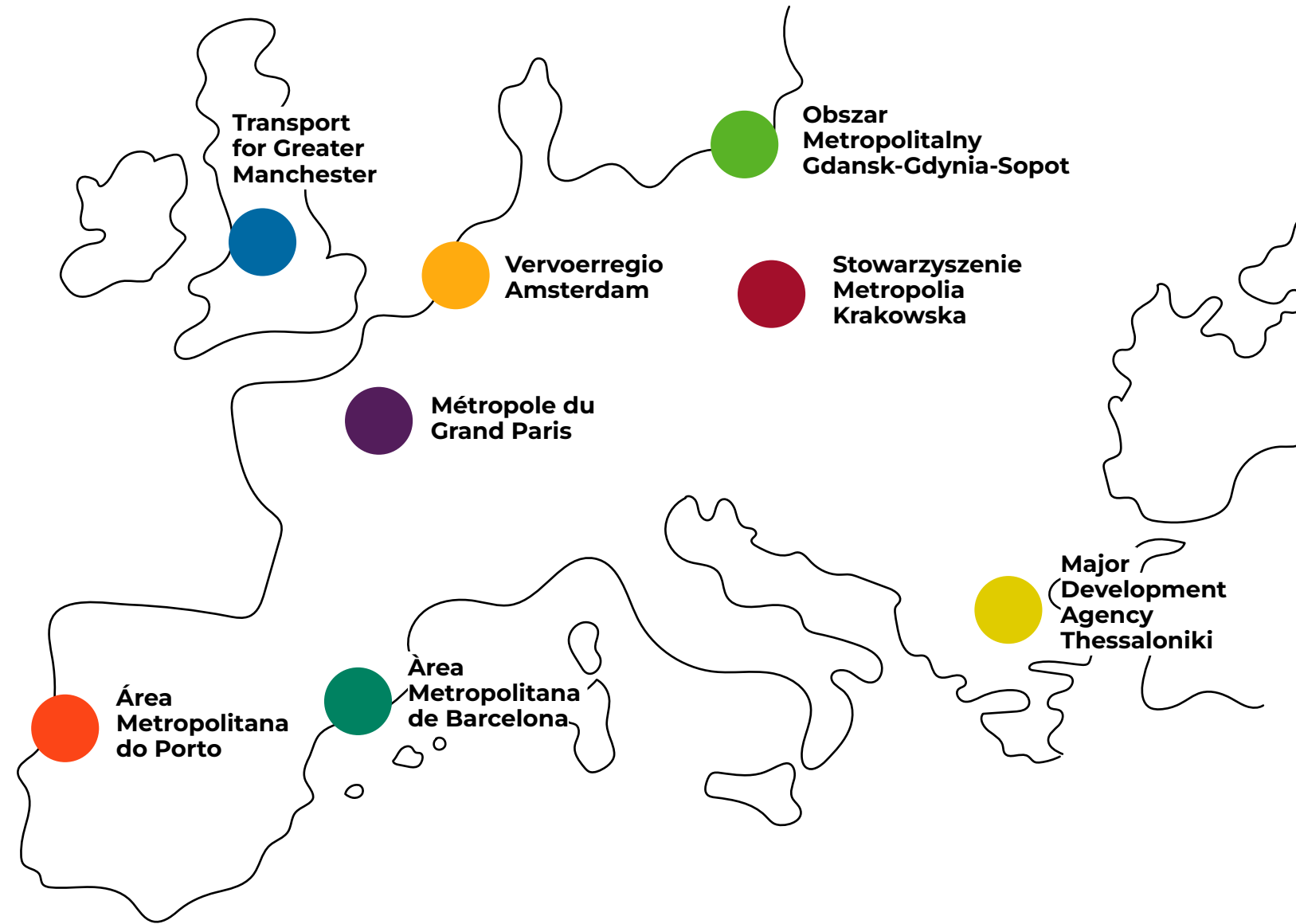
RiConnect at a glance

RiConnect is a network of **eight metropolitan areas** working to rethink, transform and integrate mobility infrastructures with the aim of reconnecting people, neighbourhoods, cities and natural areas.

We have developed planning strategies, processes, instruments and partnerships to foster public transport and active mobility, counteract side effects and social segregation, and unlock opportunities for urban regeneration.

We envision a more sustainable, equitable, and attractive metropolis for all

After three years of intensive collaborative work by the **URBACT RiConnect** network, this document collects the main topics and processes used to rethink, transform and integrate mobility infrastructure in our metropolises.



Challenge

Repairing the present... en route to a positive future!

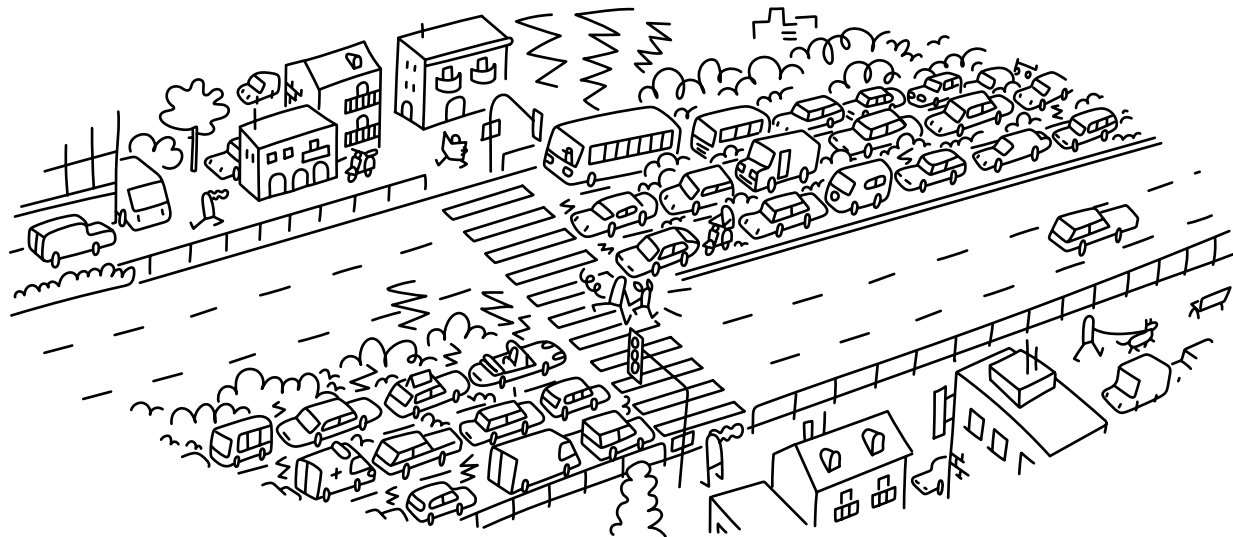
The growth of metropolitan areas throughout Europe has been driven by the availability of easy, quick and cheap mobility. Beginning with railways in the 19th century, since the mid-20th century this mobility has principally relied on automobiles. Emphasis on long-distance private mobility, infrastructure investments focused primarily on motorways and the resulting changes in land use patterns have led to troubling consequences at different levels.

At the **territorial level**, these include:

- Suburbanisation, decentralisation, and mono/non-functional areas
- Increased social segregation
- Mobility exclusion linked to gender, age, disability and socio-economic status

Local externalities include:

- Infrastructural barriers that cut off neighbourhoods, disconnecting them from the metropolis
- Air and noise pollution that affect health and quality of life
- Low quality, neglected public spaces



However, existing mobility infrastructures can also be part of the solution to create more sustainable, equitable and attractive metropolises for all

When we employ an integrated approach to rethinking, transforming and integrating existing mobility infrastructures, we can:

- Reconnect people, neighbourhoods, cities and open spaces
- Increase and expand mobility options
- Create more appealing and inclusive public spaces and facilities
- Unlock urban opportunities for equitable regeneration and new development
- Create more ecologically resilient landscapes to mitigate climate change

Seizing opportunities to solve urban challenges



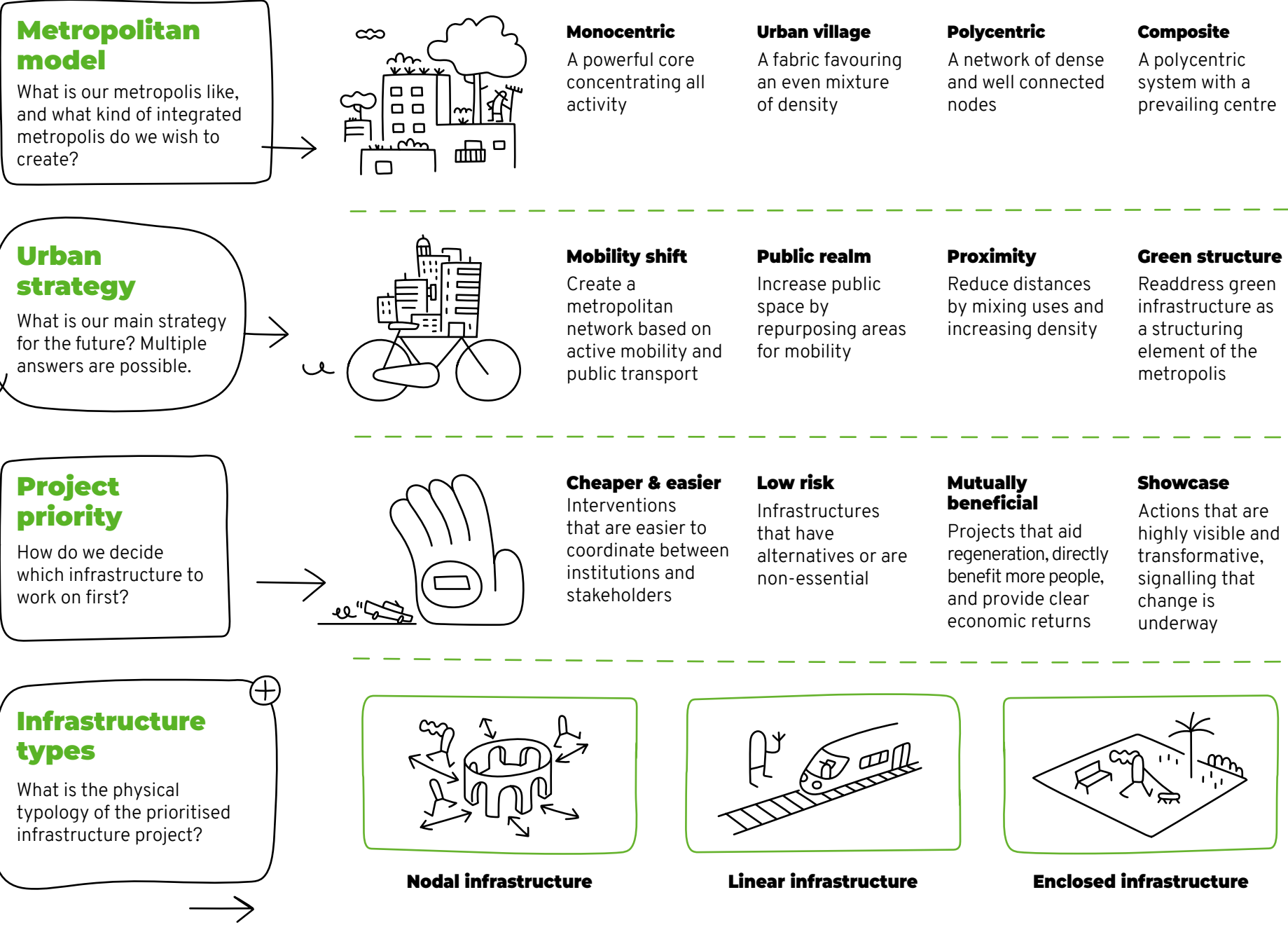
Do we know the current condition of our metropolis?



How to select your mobility infrastructure

Rethinking mobility infrastructures is a challenging activity, and every metropolitan area has its own set of needs and circumstances. However, despite variations in settlement patterns, existing infrastructures share common challenges and provide opportunities to trigger change. Once a metropolis is committed to rethinking its infrastructures, one question overrides all others: where to begin?

A first step should be to analyse the pre-existing model and needs of the metropolitan area. This will lead to establishing a metropolitan model for the future, with specific strategies to follow. Next, ease of intervention and possible impacts will determine which infrastructure to prioritise. Lastly, a classification of infrastructures into nodal, linear and enclosed types enhances understanding of the site, and facilitates the design of actions best suited to the infrastructure type.



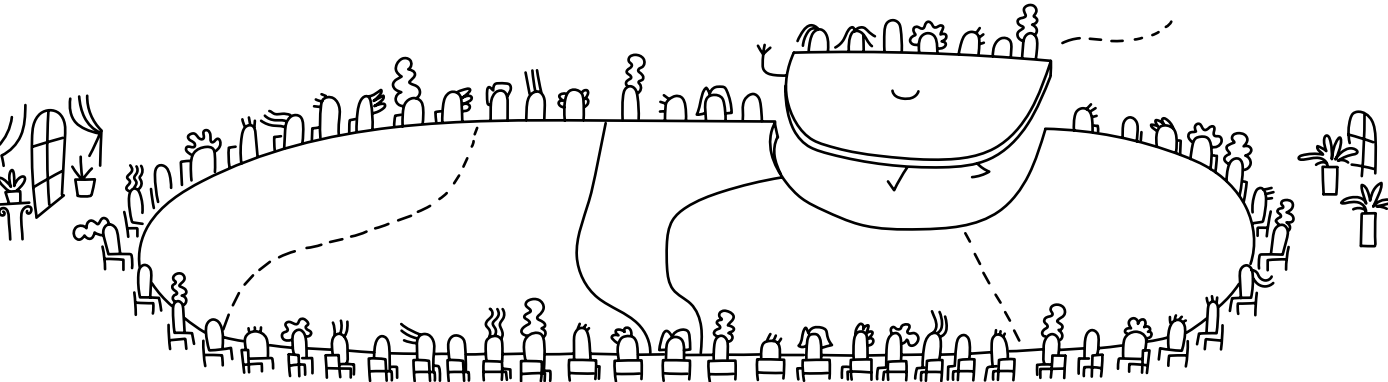
Place-based integrated approach and co-creation process

How to work together in specific solutions for each place?

Once we have determined where to focus our efforts, what is the action plan? Infrastructure integration has implications for concerns beyond mobility, and this requires an integrated approach that encompasses all issues from ecology to the social fabric. Adopting an integrated approach from the conception of a project will help ensure positive transformation with wide-ranging support.

Topics:

- Mobility
- Public space
- Urban planning
- Ecosystem functions
- Social impact



To ensure feasibility, inclusivity and fairness, the process also needs to encourage the involvement of all stakeholders from the outset. This requires successful management and governance of the project, and the use of methods and communications that better engage the public, take their opinions into consideration, and share responsibilities throughout its implementation.

The **URBACT methodology** is a valuable framework that helps ensure the successful integration of all aspects.

Process:

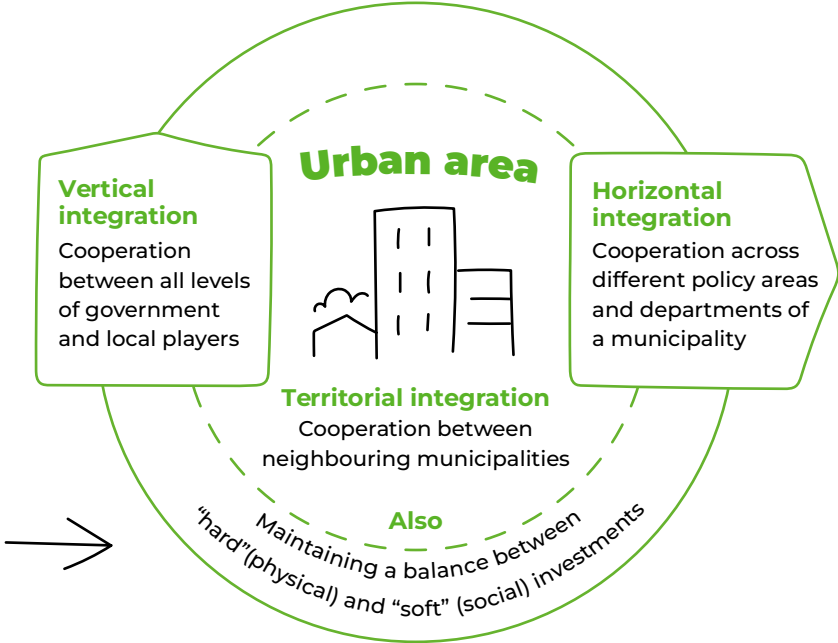
- Governance
- Co-creation process
- Drafting the plan
- Small-scale tests
- Collaboration with other networks
- Implementation + funding
- Communication

Integrated Urban Development

How it's happening in URBACT

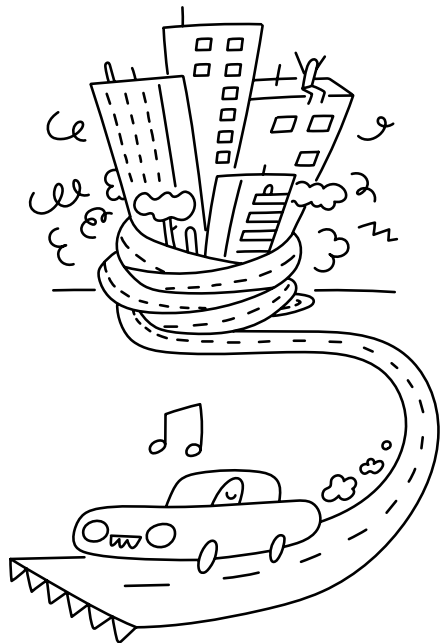
URBACT calls for integrated urban development and for its principles of horizontal and vertical policy integration.

The horizontal integration of policies within a city requires the various municipal services and local agencies to work together closely. Therefore, a project to build a site to host activities must be designed and implemented by incorporating planning (choice of site), social (training, employment measures) and economic (support to business) aspects. Vertical integration puts the focus on a co-production of policies and actions with the local stakeholders concerned (inhabitants, associations, public and private-sector partners) but also with the competent higher level authorities, regional and/or national.



Mobility

How can mobility be modified to create a better city?



Mobility infrastructures are the circulatory system of our metropolises. Population growth is giving rise to growing demand for mobility in all metropolises, increasing daily trips and decentralisation. At the same time, citizens are calling for more civic and green spaces, as well as more opportunities for active transport. Transport systems are being overwhelmed as they struggle to move more people in less space, which can only be achieved through more efficient mobility modes such as public transport and active mobility.

Mobility should guarantee access to all the services and opportunities offered by the metropolis to all citizens, regardless of their age, health, disability, race, social status, gender, religion or location.

In short, public transport and active mobility needs to be prioritised to achieve more efficient, sustainable, safe and equitable mobility, and the transformation of mobility infrastructures provides us with the best tool to do so.

How it's happening in MANCHESTER

Manchester's action plan focuses on **Oldham**, a metropolitan borough on the north-eastern periphery of the Greater Manchester area. Its main street and surroundings have several mobility services, including buses and the **Metrolink**, yet its integration is far from ideal.

The project aims to improve bus services by dedicating specific corridors and stations that provide easy transfers, while also creating new cycling infrastructure to help provide a last-mile mobility solution. The result is an improved, more diverse and clearer service that facilitates the combining of different transport modes.

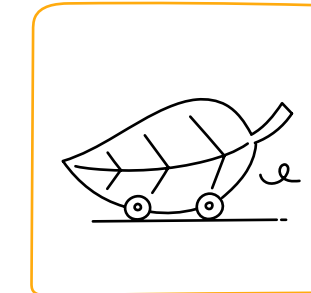


Promote greater diversity of mobility modes

Provide a wider variety of mobility modes to help people find the option that best caters to their need.

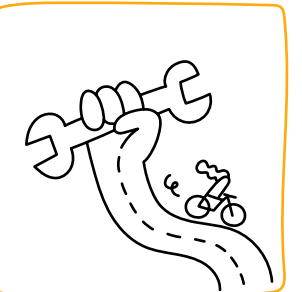
Prioritise active mobility and public transport

Build infrastructure that promotes mobility modes capable of moving more people in less space, thus increasing capacity without consuming land.



Facilitate the combination of mobility modes

Create an integrated mobility offer where changing from one mode to another is physically easy and cost-effective.

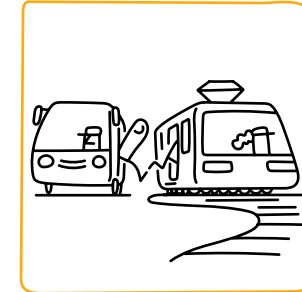


Offer equitable access to mobility

Mobility must cater to all citizens: women and men, old and young, poor and rich, with and without disabilities, etc., and fares and services must adjust to differing needs and ability to pay.

Decarbonise mobility

Change mobility modes and improve existing vehicles to reduce pollution and support greener mobility.



Communicate the benefits of each mode

Cities must effectively communicate the benefits, both personal and social, of moving in a more sustainable way, to encourage people to change their habits.



Increase car infrastructure

Far from solving traffic jams, building more roads merely creates induced demand. In fact, replacing car infrastructure with other modes may increase capacity.

Build disconnected systems

Metro, tram and bus systems need to incorporate fare integration and interchanges if they are to unlock their full potential as mobility systems.

Focus on working commutes

Most mobility is non-work related. Therefore, day-long, quality services are much needed, beyond connecting employment and residential areas.

Public space⁺

Mobility infrastructures take up a great share of the public realm, and therefore their transformation offers great opportunities to cities and their inhabitants. New public spaces for citizens can be achieved by humanising the infrastructure, making new accessible spaces, or reclaiming areas devoted to mobility for broader public use.

But the transformation of mobility infrastructures requires us to overcome a number of challenges. The first of these is the excess of space dedicated to automobiles, which in many cities are given priority in more than 50% of public surfaces. Large scale mobility infrastructures also divide territories, creating urban voids and perceptions of the “wrong side of the tracks”. Finally, noise, lack of adequate lighting and atmospheric pollution can devalue areas surrounding road and rail infrastructures.

Giving public space back to citizens, in and around infrastructures



How it's happening in AMSTERDAM

Amsterdam's **Lelylaan station** is an important intermodal node that integrates train, metro, bus and tram services, as well as a large bike parking area and a park-and-ride facility.

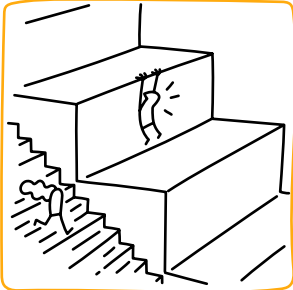
Despite attracting high footfall, the area fails to create a vibrant feeling due to a lack of public space and activities in the surrounding area. The Integrated Action Plan is therefore a concerted endeavour to rethink the space as a civic commons and a pleasant environment for people to gather.



Use the infrastructure itself as public space
If well designed and equipped, infrastructure surroundings can provide superb public spaces.



Guarantee accessibility
All barriers must be adapted, allowing infrastructures to be crossed, directly and safely, by all users.



Activate urban voids
Many spaces between or beneath infrastructures can provide space to fulfil local needs and ecosystem services.



Provide a human scale
Infrastructure spaces must be adapted to cater to citizens. Size, design and technical requirements must therefore be adapted.

Give character to the site
The history and heritage of infrastructures and surrounding sites can be appealing elements that make a space unique and attractive.



Privatise public space
Public spaces must remain useful for all citizens, even when private sector stakeholders are responsible for maintenance.

Just paint
Although functional and tactical changes make excellent first steps, structural changes are needed for effects to be permanent.

Design everything
Leaving space for citizen participation and creativity, and enabling gradual processes, can lead to more meaningful spaces.

Urban planning

Seizing the opportunity for dense and well connected urban neighbourhoods



How it's happening in KRAKOW

The **Skawina IAP** site is a testbed for the upcoming **Fast Agglomeration Railway**: a commuter train service that will half travel times from surrounding towns to Krakow's city centre.

Given that this new service is likely to attract new citizens to the area, a **Transport Oriented Development** proposes to densify the area around the station to provide new housing and shopping spaces.

Accessibility is a key priority in the planning of metropolitan development. Urban regeneration and intensification should be prioritised around mobility hubs: creating new centralities to foster the development of a more balanced metropolis, and encouraging proximity and mixed uses.

Furthermore, the integration of mobility infrastructures, by reducing barriers or repurposing easements, can free up land for redevelopment. New developments should integrate and connect existing neighbourhoods, and increase liveability around infrastructures.

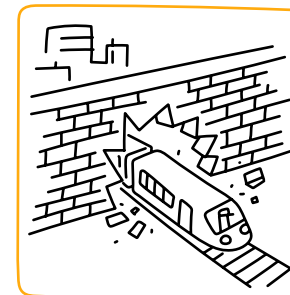
Create new developments around public transport gates

The integration of mobility must attract new uses around public transport, promoting accessibility and the concept of the 15-minute metropolis.



Ensure private profit provides public benefit

Through land value capture, revenue from new developments should be allocated to improving the physical and social conditions of local communities.



Work for equitable growth

The right to remain of existing residents should be an overarching principle, along with affordability of new residential developments.



Provide continuity and connect existing urban areas

The planning of new areas must help integrate pre-existing neighbourhoods and restore the lack of connections and facilities while respecting their unique attributes.



Allow monofunctional growth

Mixed-used areas help reduce the need for vehicular mobility.

Build isolated neighbourhoods

New areas must be well integrated and complement the pre-existing urban fabric.



Give back to streets and stations

Mobility infrastructure need not be a nuisance, but rather an opportunity for social and economic interchange.

Ecosystem functions

Mobility is a key driver in global ecology challenges. Some mobility modes cause air and noise pollution, climatic effects, and induced suburbanisation and land consumption. In addition, infrastructures may result in harmful physical impacts on ecosystems such as fragmentation of habitats and reduced landscape quality.

However, mobility infrastructure can also be a trigger for change. By rethinking mobility infrastructure, we not only avoid harmful environmental impacts, we can also contribute to the fight against climate change, improve local ecosystems and increase urban resilience. This new model of mobility infrastructure requires careful planning which incorporates adaptability to changes and the promotion of self-running solutions.

How it's happening in THESSALONIKI

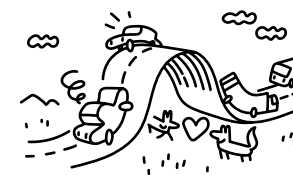
Thessaloniki has more than 15 military camps awaiting transformation into metropolitan parks, providing an opportunity to integrate the natural environment into the surrounding communities and adding new functions at the same time.

In the case of **Kodra**, the former military camp enjoys a stunning waterfront location. The project will help connect the city and its waterfront, while providing the community with a new green civic space and improving the relationship between land and sea ecosystems.

Fostering dialogue between infrastructure and nature



Stronger ecology



Reconnect open spaces

Infrastructures must allow the continuity of natural areas, allowing wildlife to move freely.



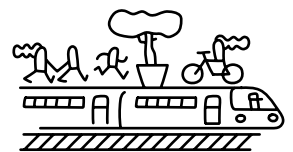
Support biodiversity

Transformations should offer safe places for wildlife, especially insects and birds, to nest.



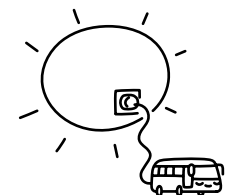
Contribute to the water system

Infrastructure projects must allow the continuity of water flows and favour soil permeability.



Accessible landscapes

The granting of access to infrastructures can create new open spaces that provide a source of enjoyment to citizens.



Provision of energy

Infrastructure spaces can generate energy and other resources.



Favour resiliency

Redesign infrastructures to improve local resilience and reduce risks from extreme events.



Softer human impact



Ignore maintenance

Natural areas tend to demand a higher level of maintenance, and solutions must take this into account.

Create oversophisticated solutions

Complex nature-based solutions can be difficult to maintain in the long run - keep it simple!

Social impact

Our societies are shaped by the physical environments that surround us, and infrastructure integration projects can trigger social change in neighbouring communities. Better accessibility, improved public space, and safer and more active mobility can help improve economic, social and health conditions.

However, infrastructure integration projects can also cause displacement of existing residents or businesses, especially for those who rent rather than own their properties. Projects must therefore ensure continuity of activities and residents.

Fostering community collaboration and promoting social and economic policy will be key to achieving a positive social impact.

Ensuring a positive social impact for residents and newcomers alike



How it's happening in GDANSK

Gdansk's action plan takes place in the **Hel peninsula**, a tourist destination with significant mobility challenges. A wide variety of actors are affected by the project: local residents, tourism business owners and visitors all have diverging interests which must be taken into account to identify the most appropriate solutions.

The process has therefore involved the participation of all stakeholders, while proposing actions that maintain economic vitality and social cohesion.



Seize the participation

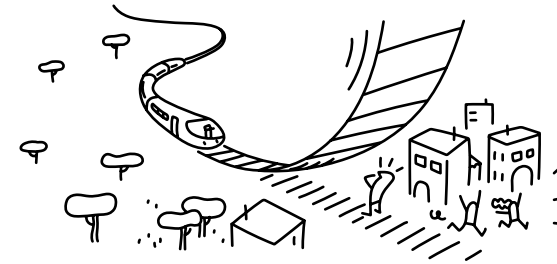
The goal of participation forums is that they run independently, hence empowerment of all stakeholders is vital.

Ignore temporary impacts

Long-lasting benefits may produce temporary side effects while changes are being implemented, and these must be compensated.



Hardware



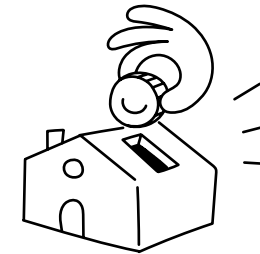
Consider scale

In some cases, smaller interventions can have an equally positive impact on the space and avoid displacement.

Promote affordability

If new developments arise, affordable housing and spaces will help to achieve balanced growth.

Software



Protect pre-existing residents and activities

Identify specific individuals, groups or activities most likely to be at risk of displacement, and the resources available to support or rehouse them.

Propose social and economic measures

Not all changes should rely on bricks and mortar, and transformations must have social and economic initiatives that help steer the community.

Orgware



Give communities a voice

Communities and policymakers must work hand in hand to understand the challenges and identify the tools to overcome them

Foster self-organization

Strong and self-sustained community organisations ensure healthy communities and a healthy transformation process

Set up the governance



How it's happening in PARIS

The **Paris metropolitan area** has an extremely complex governance scheme: many intertwined layers have different powers over the territory.

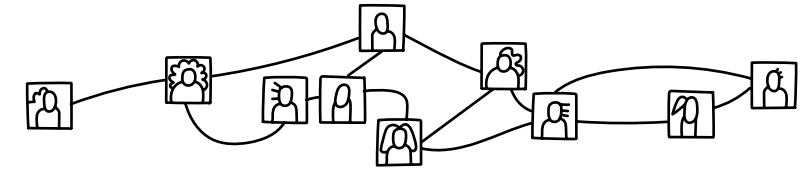
The **Livry-Gargan IAP** has invested its efforts in coordinating the different levels of government through clear dialogue between stakeholders.

When it comes to mobility, small changes can have important effects that extend beyond city limits

Acting on infrastructure requires the coordination of a variety of institutions and departments, as it affects mobility, transport planning, urban planning, public space and other urban elements that may be managed by several bodies at different levels. Establishing a scheme of governance that incorporates effective coordination and identifies clear institutional roles is key.

An integrated approach summarises this in three directions: horizontal, between departments of the same institution; vertical, between different levels of government; and territorial, between neighbouring administrations. The metropolitan level, fundamental in addressing mobility issues, helps facilitate the setting up of governance and replication processes in different areas of the metropolis.

Better management



Map the stakeholders

Identify the institutions, organisations and individuals that are important actors in the participation process.

Involve different public bodies

Ensure that all affected public bodies and their respective departments are heard, thus facilitating good coordination between and within institutions.

Working groups with specific functions

Enable groups with different missions so that each stakeholder has the desired level of involvement and decision.

Define the co-creation process

The process towards a project must accommodate the needs of the stakeholders from the beginning.

Stronger metropolises



Foster collaboration between municipalities

Municipalities must work together to solve mobility issues, and the process should establish effective and mutually beneficial collaborations.

Empowerment of metropolitan areas

Processes should help to promote equality throughout the metropolis, balancing access to facilities and job opportunities for all citizens.

Enable replicability throughout the metropolitan area

Projects should ideally be applied to different sites across the metropolis, adapted to local needs but maintaining a common, coherent strategy.

Greater recognition at EU level

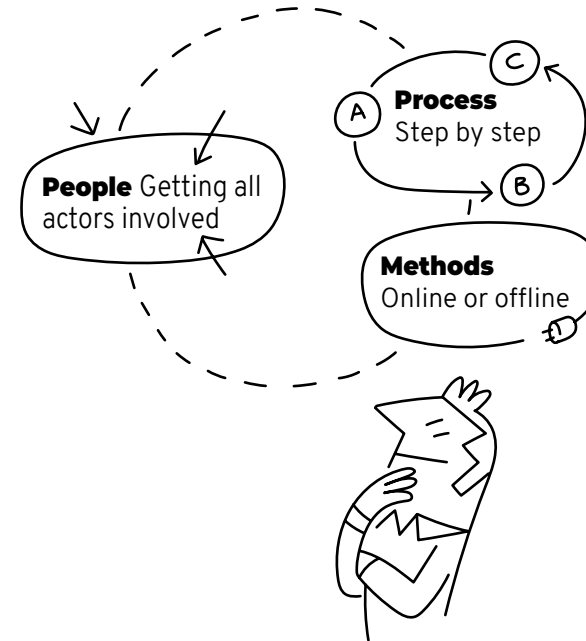
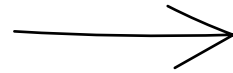
Achieving international recognition of metropolitan-level governance can facilitate collaborative processes and funding.

Co-creation process

How do we create a fruitful engagement with all stakeholders?

Mobility projects affect a wide range of actors and interests, which can sometimes lead to a number of separate, individual actions without cooperation. Infrastructures affect communities and businesses, so involving all stakeholders in transformative projects is vital to the creation of coordinated and effective solutions.

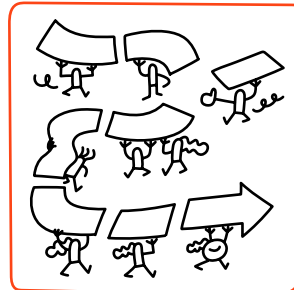
Co-creation must therefore be part of the process, whereby the true integration of all actors is achieved through interactive engagement tools. Instead of top-down processes, new methods must be put into place to ensure that all voices are heard and all interests taken into account, with the emphasis on addressing past inequalities.



How it's happening in **BARCELONA**

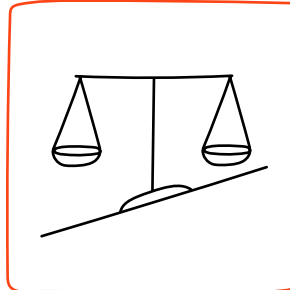
Barcelona Metropolitan Area's IAP, **Avinguda del Vallès**, involves a 6.5-km stretch of the **N-150 road**.

Four municipalities, the metropolitan area government and the regional government are involved in the process, which also engages with citizens and associations. The creation of a core group, a co-creation group and a commitment group has helped engage each sphere to a different level.



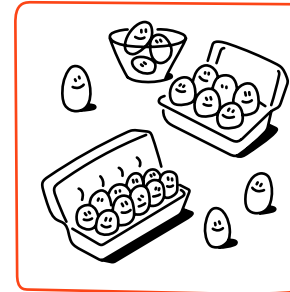
Add stakeholders throughout the process

Stakeholders should be included from the outset, but also must be able to be incorporated at different stages of the project.



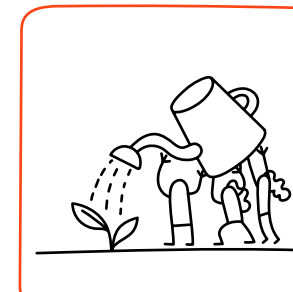
Balance the inequality of power

Processes may involve powerful, experienced stakeholders alongside inexperienced actors, hence methods and information must help to balance such inequalities.



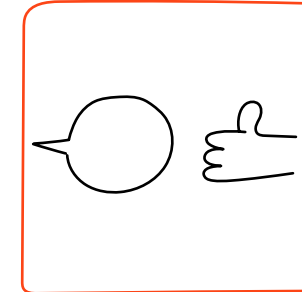
Targeted outreach to ensure diversity

To ensure a broad representation of society, it is important to identify concerned individuals as well as associations and interest groups.



Start co-creating from the beginning

Co-creation must be ingrained in the process from the early stages to achieve an accurate analysis.



Work with input and give back

Input from stakeholders must be heard and integrated into the project so that stakeholders can see the project evolve and that their input is valued.



Give people time

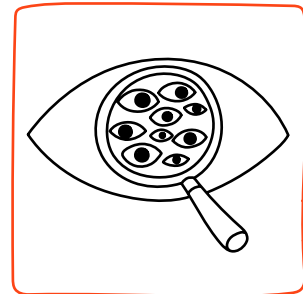
Urban challenges are complex: people will need time to get into the dynamics.

Drafting the plan

**A step-by-step process,
from shared diagnosis
to specific actions**

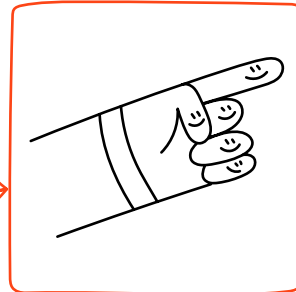
This is the core task of the process, where all efforts translate into specific actions to rethink the infrastructure. Drafting must take into account the input of all stakeholders by finding common ground, balancing interests towards the common good, and supporting dialogue. The result must be a shared project in which all stakeholders feel recognised.

To achieve this, it is essential to follow the steps towards a successful action plan. The first step is a shared diagnosis to help detect specific needs. A common vision can bring stakeholders together, guiding the definition of goals and strategies. Ultimately, this will lead to specific actions that transform the physical and socio-economic reality of the site.



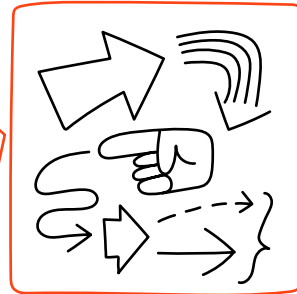
Share diagnosis

Sector-specific diagnosis leads to segregated solutions. To build an integrated approach and maximise potential, all stakeholders must contribute to a common diagnosis of the site and its needs.



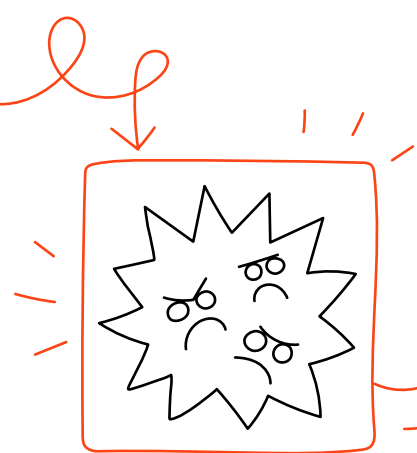
Establish a common vision

A strong, common vision of the project's objectives is essential to effectively navigate the obstacles that plans will inevitably encounter during the drafting and implementation process.



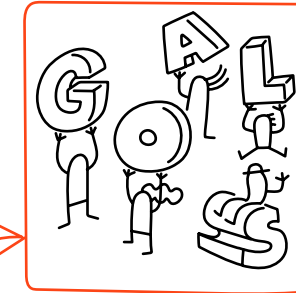
⊕ Iterative process

Planning processes may need to go back and forth towards the best solutions.



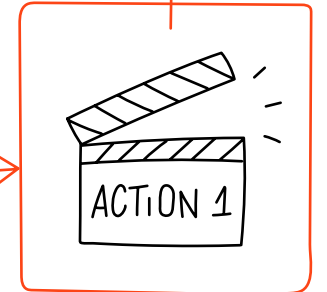
Conflict mediation

Participation processes may trigger or revive pre-existing conflicts.



Define goals and strategies

How do we make change happen? Specific goals and strategies will help to guide the process and organise efforts.

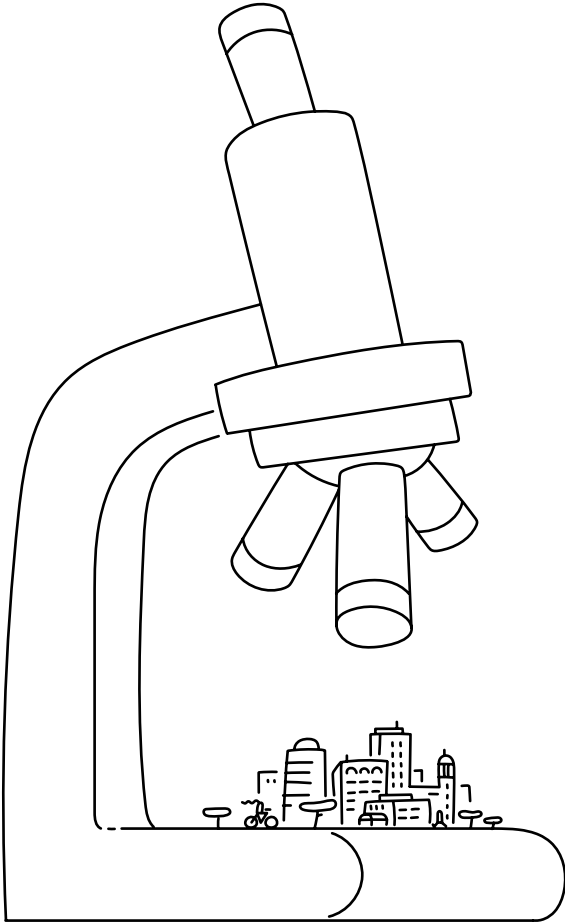


Draft the actions

Define a set of actions that provide the roadmap to your vision. The roadmap should be specific and coherent, establish clear roles and responsibilities, and incorporate a calendar.

**Next station:
implementation!**

Small-scale tests



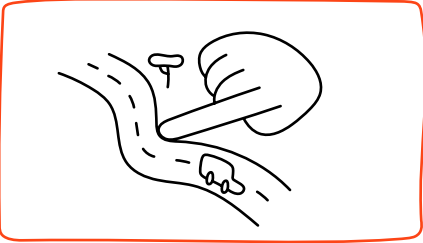
Trying small before going big: a trial to evaluate the project

In small-scale actions, actions are tested in the short term to assess their feasibility and evaluate their impact. These trials are part of a process of “learning by doing”, providing an opportunity to try out different options or make ad-hoc changes to improve the final project. They also serve as a powerful communication tool to exemplify the vision of the project and incorporate new ideas and stakeholders into the drafting process.

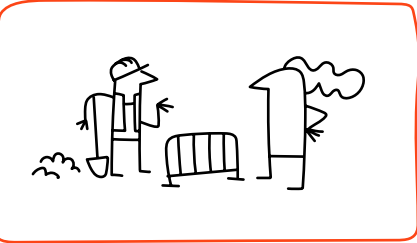
Infrastructure integration projects are usually large-scale investments that radically change the physical and social realm. Through smaller trials, citizens are made aware of the transformation of their neighbourhoods and the positive impacts, and adjustments to the project can be made before the large-scale investment is implemented.



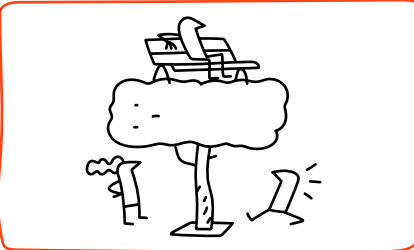
Evaluate
Small-scale trials are great opportunities to evaluate the impact of a project. How many people will it attract? What are some effects not anticipated in the planning process?



Engage
Small-scale trials are an excellent opportunity to engage citizens, are easily conducted, and can even be put into place or modified by local residents.



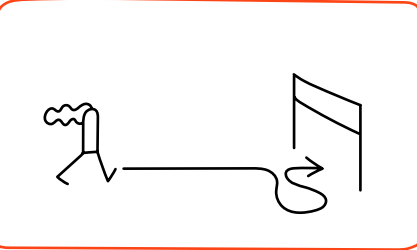
Inform
Trials bring projects to the street, making future transformations visible and directly informing concerned citizens.



Try
All ideas are worth a try! Even if they fail, trials are a learning process that is bound to improve the final project.



Show possibilities
Imagining a better future is a challenging aspect of transformations, and small-scale trials help citizens envisage the end result.



Modify
Small-scale trials can be modified in real time, to try out different alternatives and determine which one works best.



How it's happening in PORTO

Arranha is the object of Porto's IAP, where the goal is to integrate the **Circunvalação Road**. The public space around the road is full of road- and city service-related elements, so the team decided to focus on electrical boxes. In a small-scale action, all the electrical boxes were painted with colourful representations of nature, creating a friendlier realm for local residents. The action informed the community, showing that it is relatively easy to make the road a more agreeable place.

Collaboration with other networks

When it comes to making better cities, let's inspire each other!

To everyone working to integrate mobility: you are not alone. Striving for more equitable, sustainable and attractive metropolises is a global need, and rethinking mobility infrastructures is a vital tool. Despite diverse urban characteristics, metropolises share common challenges, and seeking collaboration or advice from cities undergoing similar processes can be extremely helpful.

Such knowledge exchange can take place in diverse ways: in peer-to-peer exchanges, joint projects or networks of institutions, even collaboration between different networks. Come what may, learning from different approaches and scales of intervention will help participants overcome local challenges, and will provide evidence from success stories that helps to engage citizens, businesses and politicians alike.



How it's happening in

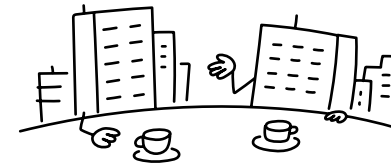
WALK'N'ROLL CITIES



URBACT networks **RiConnect**, **ThrivingStreets** and **Space4people** all cover mobility issues from different viewpoints. In order to share ideas and enrich one other, we established a common group, **Walk'n'Roll Cities**.

Through webinars and a common **LinkedIn group**, all networks have shared their outcomes and learned from renowned international projects and practitioners.

Exchange



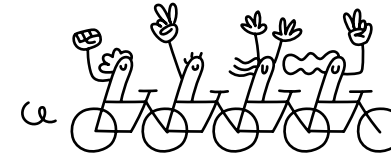
Share with peer metropolises

Confronted with common challenges, fostering exchange will help city institutions to address their individual problems and foster self-esteem.

Multiple approaches for common problems

Learning from other metropolises and cities, whatever their scale, allows us to compare and contrast different approaches for potential suitability.

Collaborate



Formal and informal networks

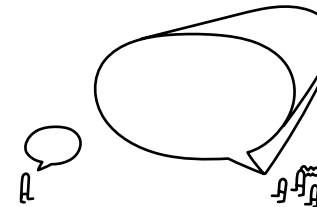
Creating networks of institutions working simultaneously on similar challenges can boost successful outcomes.



Create platforms and events

Use conferences, webinars and social media to share and interact with a wider audience of professionals, activists and decision makers.

Influence



Joint compromises

Working in collaboration with others can help push political compromises forward as cities feel part of a broader process.

Broader influence

Creating common objectives can help to persuade policy changes in larger bodies.

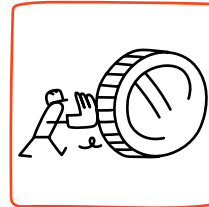
Implementation and funding

The path from planning to reality is long, and implementation is the bridge between the two, with funding as the foundation. However, planning and implementation are not two separate, consecutive processes; instead, they must intertwine and feed each other in an iterative manner. In this way, planning will be tested in a “**learning by doing**” process, which will lead to more feasible plans and more predictable implementation.

The quest for funding must also be ingrained in the planning process. Successful plans take care to align their goals with those of funders and implementing actors, and must be continuously reviewed to maintain consensus and commitment throughout the process.

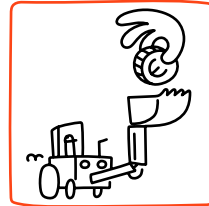
Making change happen needs new skills

Fund



Create a funding strategy

Funding must be a key part of the project from the early stages, so that the overall goals and proposed actions of the project can align with potential funding sources.



Apply to funding calls

Funding calls at different government levels can be challenging, but preparing applications helps to fine-tune projects and potentially pays for their implementation.

Implement land value capture

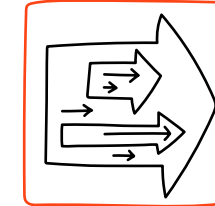
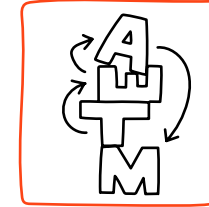
Improving mobility infrastructure and urban regeneration can boost land value, and capturing part of it will help fund the implementation.



Plan

Rethink team skills

Implementation requires perseverance and persuasion, and extensive knowledge of the available resources.

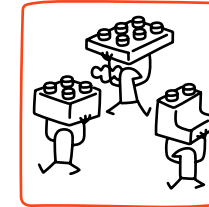


Prioritize actions and assess risks

Actions must be prioritised depending on their readiness, and possible risks should be assessed in order to promptly mitigate them.

Foster co-responsibility

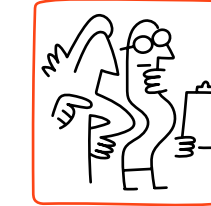
Implementation should not fall to a single stakeholder, but should be a shared duty, where each stakeholder is responsible for the actions within their sphere of responsibility.



Manage

Set evaluation indicators

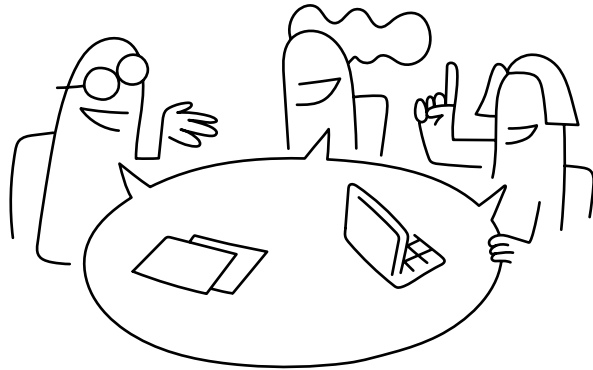
While the plan is being implemented, success must be measured through predefined indicators to help review the plan as needed.



Be flexible

Implementation is an iterative process: the plan must be subject to ongoing review, without fear of modifying previous proposals.

Communication



Do what you say, say what you do!

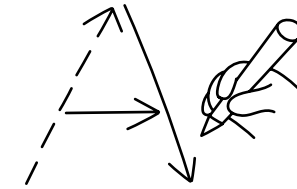
Sharing progress will help to build consensus, foster transparency, and rally people behind the project, making effective communication especially important. A visible branding strategy will help people identify the project. Communication can explain what has been carried out to date and what is coming next, to improve public engagement and allow citizens to submit ideas and suggestions.

Communication is an ongoing endeavour that transcends the project phase. Therefore, once the project is complete, sharing project results and taking advantage of the opportunity to engage the community around the project is fundamental.

How it's happening in **RICONNECT**

RiConnect has communicated its process through several channels, mainly [LinkedIn](#) and [Twitter](#), and has put in place different communication products to help reach different interest groups: [articles](#), [newsletters](#), [case studies](#)...

In addition, an appealing identity and fresh elements such as GIFs have helped attain a great number of followers.



Strategy

Create a communication plan

Identify the type of audience you need to reach and identify the most effective communication channels.

Create a visual identity

An easily recognisable identity will help attract people and communicate all elements related to the project. A compelling name and logo go a long way!



Process

Explain what you do

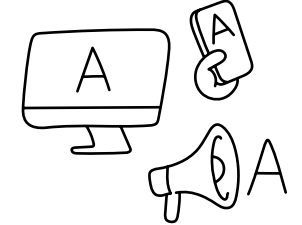
Transparency is key to boosting trust and complicity and keeping people engaged.

Announce meetings

If properly established, communication channels will help drive participants to meetings without the need for individual follow-up.

Allow bidirectional communication

Communication channels must also allow for feedback



Result!

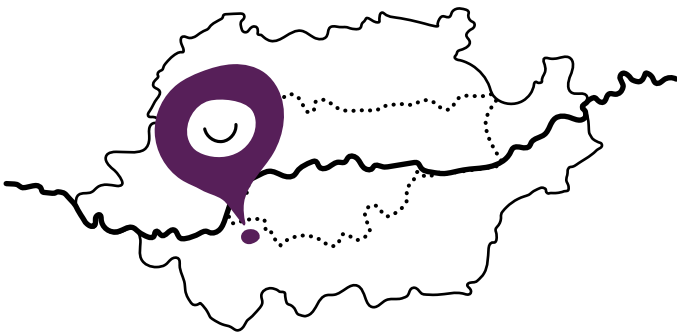
Share the results

Citizens must be aware of how their participation has led to a plan, and ultimately to tangible change.

Ensure results are visible in the long term

In an ever-changing virtual world, platforms and websites can easily disappear: make sure that your results are permanently hosted.

Integrated action plans



Skawina ⬇

KRAKOW METROPOLIS ASSOCIATION

The IAP for the **Skawina Mobility Hub** with its surroundings is a final document showing development directions for this area – a part of Skawina as a town with a very compact structure.

The action plan focuses on 3 different topics relevant to the project area, identified during the action planning process: **Space & Environment**, **Public Transport** and **Pro-social activities**. It incorporates the perspective of public transport passengers and local residents in relation to functions of the IAP Area (**Skawina Mobility Hub** as a new, complex mobility infrastructure; the whole IAP Area as a connector between the mobility hub and the market square in **Skawina** and as a new part of the extended town centre).

The IAP assumptions are based on the results of the **Charette workshops** conducted during the action planning process.



Avinguda del Vallès ⬇

BARCELONA METROPOLITAN AREA

Avinguda del Vallès is a project that aims to redesign a **6.5 kilometre** stretch of the **N-150** trunk road between **Montcada i Reixac**, **Cerdanyola del Vallès**, **Ripollet** and **Barberà del Vallès** as a new civic, green and commercial corridor, with strong public transport links. The project has therefore undertaken an exhaustive participation process, in which citizens and institutions have co-created both the diagnosis of the site and the proposal of the actions to be carried out.

This process has enabled a rethinking of a better future for this section of the **N-150 road**, as well as the development of a test bed for “**metropolitan avenues**” – a key concept in the future Metropolitan Urban Master Plan for Barcelona. The **URBACT methodology** has established successful dynamics for citizens’ participation and institutional collaboration, which are all key to implementing the **Metropolitan Urban Master Plan** and achieving a more connected and liveable metropolis.



Hel peninsula ⬇

GDANSK-GDYNIA-SOPOT METROPOLITAN AREA

The aim of the **RiConnect** project implemented by **OMGGS** is to propose solutions that will improve public transport and support the mobility of metropolitan residents. As part of the project, a mobility plan for the **Hel Peninsula** is being developed. We want to find the best alternatives to car transport, use the already existing resources and develop them in such a way that reaching the Hel Peninsula and travelling around it is friendly to **residents**, **tourists** and the **environment**.

The cooperation resulted in a plan consisting of six key actions, which once implemented will help to achieve the key goals - a significant reduction in the inflow of cars to the **Hel Peninsula** during the tourist season and a number of alternatives to car for peninsula citizens throughout the year.



Lelylaan ⬇

VERVOERREGIO AMSTERDAM

In the **RiConnect** project, the **Vervoerregio** is seeking ways to integrate the **Lelylaan station** into the neighbourhood and to connect it to its surroundings. Besides the ambition to create an accessible metropolis, the **Vervoerregio** also has eye for the quality of life. This is nowadays one of the leading socio-economic and political topics. Although the quality of life is a difficult objective to measure, it is one of the most important issues in sustainable urban planning for metropolises.

The **Vervoerregio** finds it important to look beyond just roads, rails and vehicles. The traffic and transport system can only work properly if it is seamlessly connected to its environment and it is safe and pleasant for its users. The **RiConnect** project will help giving the Vervoerregio a better insight in all the possibilities of cooperation on the local level with different stakeholders.



Oldham ↓

TRANSPORT FOR GREATER MANCHESTER

King Street, at the centre of the town of **Oldham**, is typical of the urban core with shops and restaurants, and it provides direct pedestrian access to the central shopping district and civic buildings, while offering a **Metrolink (tram)** stop connecting it to the centre of **Manchester**.

Aligned to our “**Streets for all**” strategy, we want to ensure that our streets are welcoming, **green**, and **safe** spaces for all people, enabling more travel **on foot**, **by cycle** and using **public transport** while creating thriving places that **support local communities** and **businesses**.

How has this process been translated into the plans?



Livry-Gargan ↓

GREATER PARIS METROPOLIS

The integrated action plan on the **Poudrerie-Hochailles** site gathers the main local authorities (**City, EPT, MGP, CD93**), shop owners of the commercial area and representatives for the inhabitants.

It aims at transforming an area of **56 ha** in order to integrate a road infrastructure within the urban and natural fabric, improve the accessibility to green spaces through walking or cycling, create areas for diverse economic activities, transform the fringes into an entrance to the metropolitan territory and improve quality of life through housing, integrate economic activities and public space through a set of **7 actions** based on **physical transformations** and **multi-level governance** coordination.

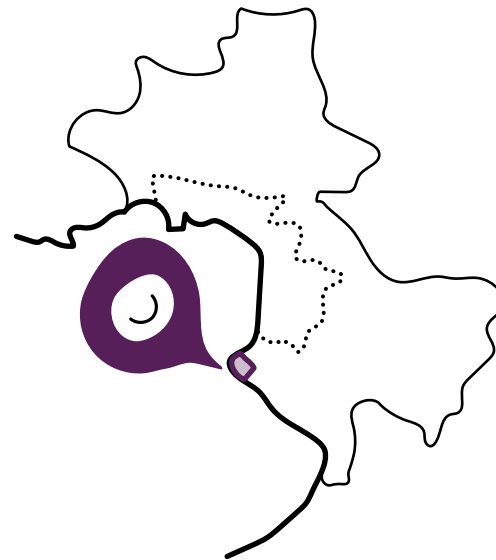


Arranha ↓

PORTO METROPOLITAN AREA

ARRANHA is located in the centre of **AMP** and concentrates a series of urban problems whose solution has a direct impact on the mobility system of the AMP, on the urban structure of the municipalities it covers, and the social network around it, due to the importance of the **road N12** which crosses all the area.

It is fundamental to change the structure of the **N12** to a more municipal nature, which will benefit residents of the municipalities it crosses, but it has to be combined with the reinforcement of the surrounding mobility network. The objective will involve **reducing the use of individual transport** and reinforcing the use of other modes of transport, namely **public transport**. The **N12**, due to its characteristics, is a fundamental axis in the **AMP**, so it is unavoidable to start a process of reconversion, oriented towards a new living space for the metropolitan population.



Kodra camp-to-park ↓

MAJOR DEVELOPMENT AGENCY THESSALONIKI

The **Thessaloniki RiConnect Project** aims to develop a strategic action plan of how to re-engage a large functionless area, **Kodra ex-military camp** and to reconnect it with the urban fabric, in local and metropolitan level. The aim is to develop a model reconnection strategy applicable to all the former military camps in **Thessaloniki**, as there are 15 similar sites remaining as wastelands. Due to their spontaneous vegetation and the growing **natural ecosystem**, the camps occupy a special place in the range of semi-natural spaces in the metropolitan area of the city.

Kodra Camp-to-Park: Thessaloniki IAP focuses to the former **Military Camp of Kodra** within the administrative borders of the Kalamaria Municipality. Its goal is to regain the waste land and reconnect it to the urban fabric, in three spatial levels of intervention: **local**, **supra local**, and **metropolitan**.

Look to the future



**We can make the future better!
Let's do it together
and for everyone**

Once the project has been drafted, the implementation is planned, funding is identified and communication is underway, what comes next? It is time to turn the plan into reality, through both soft and hard actions, creating a better built environment and improved socio-economic conditions for citizens.

All our partners have reached the end of the planning phase, and it is now time to put the plans into action. We are eager to see our planned changes become reality in each metropolis, and share our successes with our stakeholders and the broader public!

Make it happen

Build consensus to gain momentum

A large part of implementation involves rallying all the stakeholders: applying pressure leads to change and the speeding up of processes.

Evaluate to improve

As the project gets underway, it is important to check to ensure that goals are being met, and make modifications where necessary to deliver the vision.

Make it collective

All stakeholders are key elements of the project

While only some of the stakeholders will implement the actions, all stakeholders must be credited with contributing to changing the social environment.

A stronger community as a legacy

The process should lead to enduring social connections, making the community stronger and better equipped to address future challenges.

Make it shine

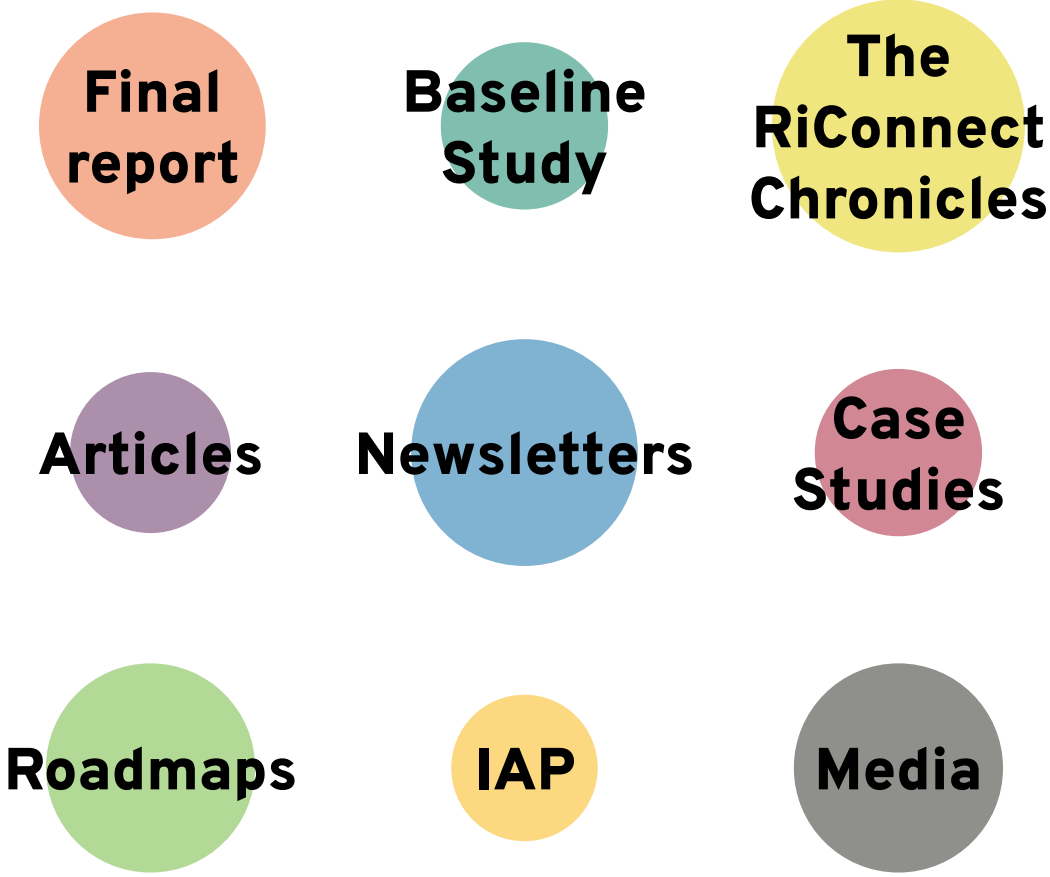
Communicate the process and results


Keeping stakeholders and the wider public informed is key: let them see the resulting improvements, and let them know about problems that arise during the process.

Share it abroad, and help others to transform

Communicating results abroad will help inspire other cities and lead to new projects.

The RiConnect Archive



<https://urbact.eu/riconnect-archive> 

Network

Àrea Metropolitana de Barcelona
Stowarzyszenie Metropolia Krakowska
Anaptyxiaki Meizonos Astikis Thessalonikis
Métropole du Grand Paris
Obszar Metropolitalny Gdansk-Gdynia-Sopot
Área Metropolitana do Porto
Transport for Greater Manchester
Vervoerregio Amsterdam

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