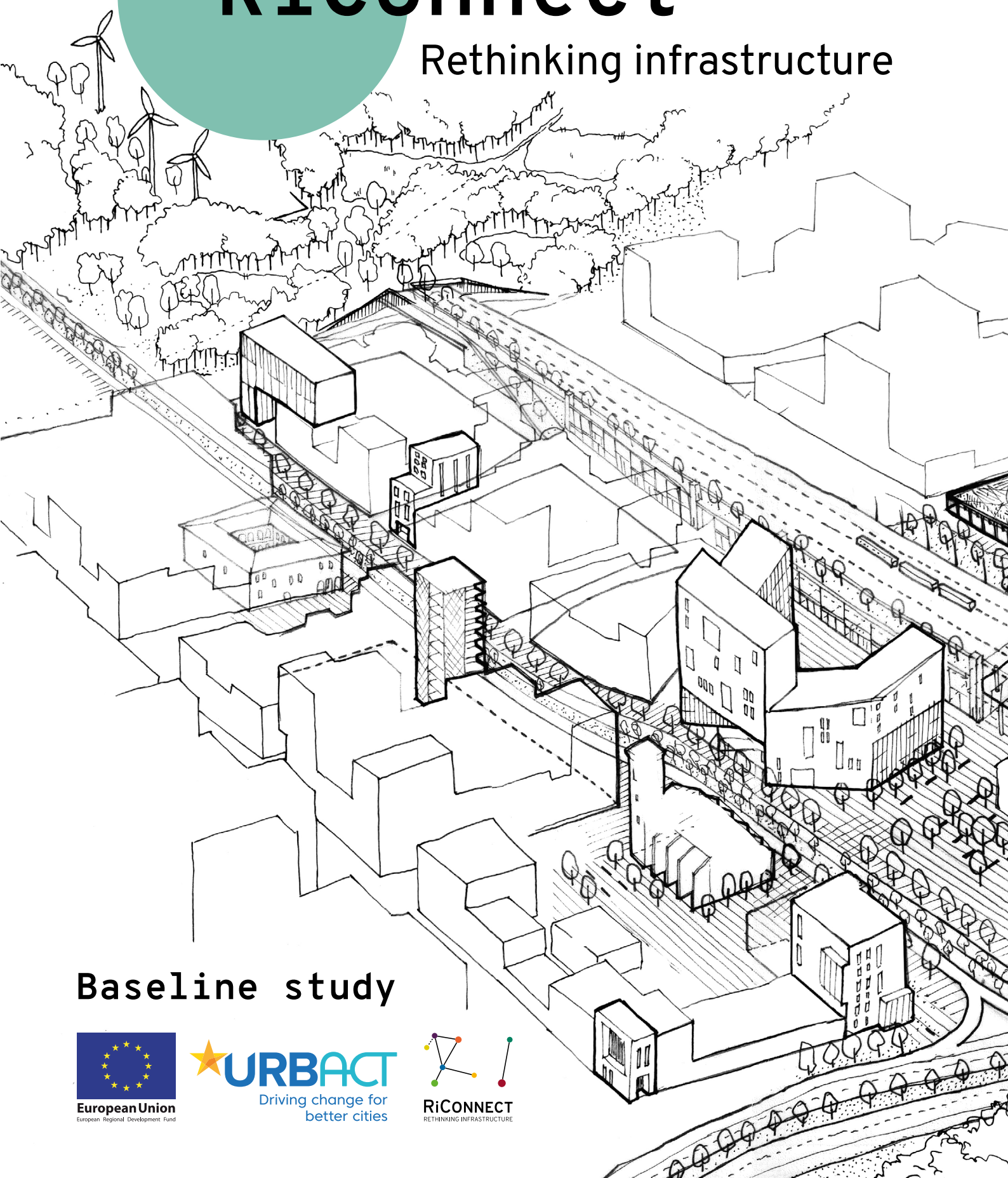
RiConnect

Rethinking infrastructure



Baseline study

European Union
European Regional Development Fund

URBACT
Driving change for better cities

RiCONNECT
RETHINKING INFRASTRUCTURE

Index

RiConnect, an URBACT network

Riconnect in one hundred words

This baseline study report provides further information about the 'Rethinking mobility infrastructure' RiConnect network. RiConnect is a network of eight metropolises whose aim is to rethink, transform and integrate mobility infrastructures in order to reconnect people, neighbourhoods, cities and natural spaces. We will develop planning strategies, processes, instruments and partnerships to foster public transport and active mobility, reduce externalities and social segregation and unlock opportunities for urban regeneration. Our long-term vision is a more sustainable, equitable and attractive metropolis for all. It is an URBACT project, co-financed by the European Regional Development Fund.

Riconnect: a network of metropolitan authorities

RiConnect is an URBACT III Action Planning Network (**APN**) consisting of six metropolitan entities and two transport authorities:

- Área Metropolitana do Porto (**AMP**)
- Obszar Metropolitalny Gdansk-Gdynia-Sopot (**OMG-G-S**)
- Stowarzyszenie Metropolia Krakowska (**KMA**)
- Anaptyxiaki Meizonos Astikis Thessalonikis (**MDAT**)
- Vervoerregio Amsterdam (**VA**)
- Métropole du Grand Paris (**MGP**)
- Transport for Greater Manchester (**TfGM**)
- Àrea Metropolitana de Barcelona (**AMB**), as Lead Partner

Why "metropolis" instead of "city"? European urban areas face significant challenges that can only be solved on a metropolitan scale. Facing some of those challenges leads to making decisions that affect the entire population of an urban area; both its centre and suburbs. Mobility patterns, air quality and social segregation, among other issues, should be reconsidered. Improvements to achieve a more egalitarian metropolis require solutions derived from a metropolitan scope.

About the baseline study

This Baseline Study defines the RiConnect topic as it relates to the European and local context. It discusses the main challenges to be addressed, themes and subthemes, each partner's starting point and the methodology at local and transnational levels to achieve these during phase 2. The study consists of the following contents:

STATE OF THE ART

European level overview of the topic being addressed by the network and existing knowledge / projects / programmes / best practices related to policy challenge to be addressed.

PARTNER PROFILES

Presentation of all network partners, in particular in relation to local policy challenges, existing policies/action plans, and the focus of the URBACT Integrated Action Plan and URBACT Local Group to be developed.

SYNTHESIS AND METHODOLOGY

The study sets out the Phase 2 methodology to develop sub-themes during the transnational exchange. It details the exchange, learning and capacity-building methodologies proposed, and identifies each partner's learning needs and potential contributions.

1. State of the art

1.1 Introduction

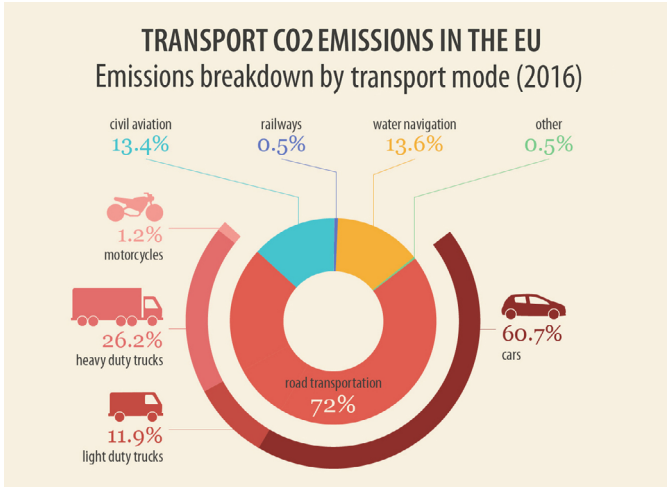
Why is rethinking infrastructure important?

The fundamental aim of mobility infrastructure has always been to connect people, link settlements and structure territory. Human history has moved in parallel with mobility history. Humans have always hoped to be connected to civilisation through a network of paths, roads and bridges. As a society, we have perceived mobility infrastructure as 100% positive for centuries, “as a monument to something useful, necessary and collective”.

But looking at Europe now, where most of the population lives in urban areas, often fragmented and surrounded by overused, congested, noisy, and air-polluted mobility infrastructure, a question arises: is this the most adequate and efficient way to use this infrastructure? Is there another way? Can metropolitan areas develop more sustainable mobility, allowing citizens to move efficiently and fairly and simultaneously reduce impacts and externalities with significant social costs (urban segregation, stigmatisation, health disease, congestion, etc.)?

RiConnect proposes rethinking, transforming and integrating mobility infrastructure and the city around it to reconnect people, neighbourhoods, cities and natural spaces. Our vision is to develop more dynamic, sustainable, equitable and attractive metropolises where everyone can interact with each other and move about freely, regardless of age, social status and where they live.

In order to achieve this vision, the network will develop planning strategies, processes, instruments and partnerships, promote public transport and active mobility, reduce externalities, and unlock urban regeneration opportunities.



Diagnosis

Due to a confluence of economic, technological and social factors, private use of automobiles became the main means of transport relevant to urban planning in the twentieth century. In a relatively short period of time, this transport means came to dominate the level of importance relative to others and take all the space of streets and roads that connect cities and towns. The expansion of this model that boosted suburbanisation required huge investment to build a segregated network that facilitated the transport between the city centre and the surrounding area, at the expense of human scale mobility. On average, every additional stretch of highway displaced 9% of the central city population in Europe between 1961-2011 (Pasidis, 2017)[1]. Moreover, in many cases, road design sought to exclusively handle specific challenges that created duplications and avoidable externalities, compromising the continuity of the local transport network.

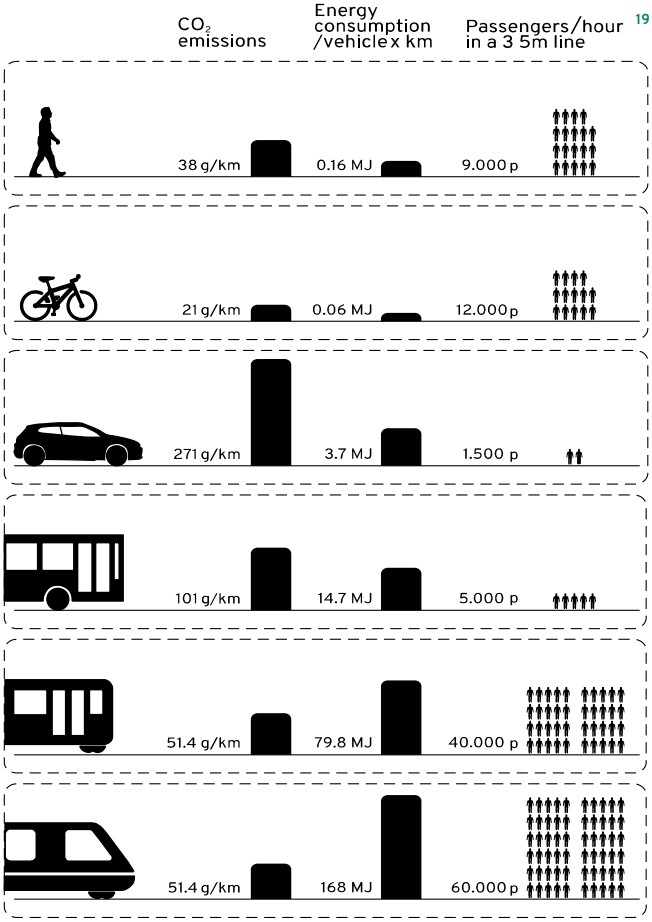
This had serious consequences on the connectivity of active mobility (pedestrians and bicycles) and segregation of the urban fabric and natural spaces with low urban quality surroundings. This was not a reliable solution, given constant traffic congestion affecting the economy and quality of life. In 2018 in the United Kingdom alone, this issue cost nearly eight billion pounds (INRIX Research, 2019)[2].

The urbanisation process in Europe is unstoppable. By 2050, almost 85% of Europe's population will live in cities (United Nations, 2019)[3]. Furthermore, people nowadays are more mobile than before and this trend will continue into the future. In London for example, there were 26.7 million daily trips in 2015 with 32 million expected in 2041 (Transport for London, 2018)[4]. Finally, it is important to mention that mobility demands will grow significantly in the following years, stressing the current transport system even further.

The EU has also agreed to reduce greenhouse gas emissions by 40% by 2030 compared to 1990 levels (European Commission and UN-Habitat, 2016)[5] in addition to reducing air and noise pollution levels, especially in metropolitan areas. In 2016, almost 22% of total CO_2 emissions in Europe were generated directly by road transport. Cars are responsible for nearly two-thirds (European Parliament, 2019)[6]. In 2012 almost half a million premature deaths were attributable to fine particulate matter ($PM_{2.5}$), ozone (O_3) and nitrogen dioxide (NO_2) exposure in the EU-28 (European Environment Agency, 2015)[7].

In this context, metropolitan areas primarily need to optimise their existing mobility infrastructure to allow increased and more efficient human mobility throughout the metropolis that is fairer, and simultaneously do so with less externalities and a tight budget. In other words, **do much more with less.**

However, we must pose the following question: is it feasible to believe that this challenge can be addressed and a better metropolis can be developed, simply by improving mobility issues?



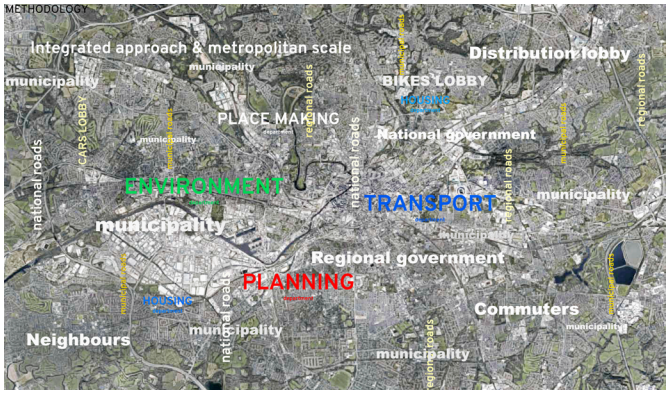
Seeing rethinking infrastructure as an opportunity

For many years, mobility infrastructure was built to solve mobility problems as efficiently as possible. With the invention of trains and more significantly, automobiles, these demands have become increasingly specific and infrastructure design has become more self-centred (focusing on increasing speed, comfort levels, capacity, safety, etc.) while at the same time, decreasingly taking into account the territory supporting it. This disparity between infrastructure and territory has created urban barriers, open space disconnections, low quality urban spaces, social segregation, and other issues.

However, the same infrastructure that has caused these problems can also be part of the solution. There is tremendous potential in rethinking mobility infrastructure. Mobility infrastructure is mostly constructed on public land. They are mostly built in public land, they are continuous elements that crosses urban and open environments, their dimension are enormous, can be ductile to integrate other requirements, its surroundings are normally not as consolidated as the central city, among others.

In European metropolitan areas, these infrastructures are concentrated in the 20th century fringe as well as the suburbs. This is primarily due to two reasons: in most European cities, the great expansion of mobility infrastructure took place during this period and the infrastructure located in main metropolitan city centres are already integrated. The twentieth century's urban fabric has a great deal of potential: due to the twentieth century configuration, a new type of urbanity may be allocated, with potential for new housing, workplace, amenity, and public space configurations. There is more space for green spaces linked easily to natural networks. Indeed, these are the most suitable places for allocating growth (Sub>Urban, et al., 2016)[8]. Rethinking infrastructure may lead to a fresh mix of high quality developments with new housing, industrial areas and economic centres, workplaces, open spaces, amenities and public facility typologies and configurations. This should help decentralise the metropolis, reducing the number of commuters to the inner city. In other words, "short distance metropolises" will be created. These new developments will not only enhance local quality of life, but also balance local necessities and, along with infrastructure integration, create a chain reaction for urban regeneration.

The infrastructure's physical features may facilitate the implementation of new metabolic requirements. Water treatment, ecosystem services, and energy production are just a few examples. These are demands that not only compensate infrastructure externalities but help to achieve a more sustainable, equitable, and attractive metropolis.



An integrated and participative approach. A process-oriented network

Due to large-scale mobility infrastructure (usually greater than municipal borders), metropolitan areas must take the lead with this task. RiConnect acknowledges this challenge and proposes a network of metropolitan areas and transport authorities with a supralocal perspective. These would share the same objectives while each partner enriches strategies and actions, contributing their own specific spatial, legal, economic and historical context and overall experience.

Due to the huge complexity of these areas with different territories, multiple tiers of administration, stakeholders, interests and dependencies, the most feasible option for rethinking mobility infrastructure and its territory is through an integrated and participated approach involving all stakeholders. The traditional approach, where cities tend to face these challenges in a segmented manner (separated departments of transport, planning, housing, environment, place making, etc.) approving segmented plans, has been proof of its limited success.

The participative approach will be carried out by setting up URBACT local groups consisting in representatives of social, economic, and environmental sectors (city staff, NGOs, SMEs, universities, citizens, and other stakeholders). Their common objective is to find solutions for the needs and local challenges for which partner cities are involved in the network, issues associated to stakeholder's engagement, maintaining their involvement and organising joint decision-making throughout the entire delivery process of integrated action plans.

This integrated approach requires a new approach to funding. There is a 1 trillion dollar global infrastructure-funding gap with 3.3 annual global demand (McKinsey global institute, 2016)[9]. This network will explore ways of directly increasing public budget to fund infrastructure transformation projects through EU and national funding as well as local/ metropolitan revenue (project-related revenue, pricing measures for automobile use, development charges and value capture) and external funding (municipal and green bonds) (Werland & Rudolph, 2019)[10]. Taking into account the fact that this is a holistic approach, it is worthwhile to note that funding the mobility transformation will lead to future savings on healthcare, social services, security, services, and productivity.

The RiConnect network's process is therefore emphasised. Small Scale Actions (SSA) will also play a role in order to confirm some strategies and their financial impact. The successfully implementation of this process is more important than pushing forward mobility and urban planning that will never be realised or used in the intended way. This involves new efficient and equitable mobility paradigms, developing placemaking design principles to make the metropolis more attractive while adding value via its cultural heritage, developing spatial planning solutions to boost regeneration, balance the metropolis and allocate growth and housing and finally, introducing new ecosystem functions for an improved environment. In short, do more with less... with a sole vision: develop more dynamic, sustainable, equitable and attractive metropolises where everyone can interact with each other and move about freely, regardless of age, social status and where they live.

1.2 Themes

This network will therefore look into the following themes and subthemes, described in greater detail in the next chapters:

RETHINKING FOR REORGANISING HOW WE MOVE

- Towards efficient mobility
- Towards equitable mobility

RETHINKING FOR INTEGRATING THE INFRASTRUCTURE

- Towards a redesign of mobility infrastructure and its surroundings
- Towards giving value to its cultural heritage

RETHINKING METROPOLIS PLANNING

- Towards intensifying the main public transport stops
- Towards unlocking urban regeneration and urban development

RETHINKING FOR ADDING ECOSYSTEM FUNCTIONS

- Towards a better environment
- Towards assuming metabolic functions

1.2.1

Rethinking for reorganising how we move

The main objective of mobility infrastructure is to physically support mobility flow types to ensure adequate accessibility throughout the metropolis. Rethink our existing infrastructure and reorganise the way we move is the RiConnect network's first major step, rather than planning new infrastructure. How will this be done? We will optimise the use of combined means of transport in favour of more efficient mobility.

For many decades, urban development of cities was based on making the territory accessible using cars. This caused significant externalities including urban sprawl, territorial fragmentation, excessive public space occupancy, resource waste, pollution, accidents, and other issues. Accessibility based only on private mobility also ended up isolating some inhabitants due to their age, health, social status, gender, religion, location, or other factors; namely, people who did not have access to cars. RiConnect network will promote mobility systems based on using means of transport that will assure accessibility for everyone, thereby reducing negative externalities. Achieving this will help us attain a more equitable metropolis.

GOOD PRACTICES

- Cycle Hubs
  Manchester
- Barcelona-Esplugues Bike Lane
  Metropolitan Area of Barcelona
- Radbahn Bike path
  Berlin
- Wetering Circuit
  Amsterdam
- Railway Walk Along The E411
  Belgium
- RijnWaalpad Bycicle Highway
  Arnhem-Nijmegen, Netherland
- The Bicycle Bridges of Copenhagen
  Denmark
- The Claude Bernard Overpass
  Paris
- Cycle Roundabout Hovenring
  Veeldhoven Meerhoven, Netherlands
- Luchtsingel
  Rotterdam
- Express Axes
  Paris
- Integrated Public Transport
  Nantes, France
- Norreport Station
  Copenhagen

TOWARDS EFFICIENT MOBILITY

New mobility's demands on metropolitan areas caused by the increase of inhabitants and number of daily journeys should essentially be covered using active mobility and public transport. There are many advantages over private cars. Less space is occupied (Transport for London, 2018)[4], thereby dramatically increasing the capacity of existing infrastructure. Externalities are reduced including protective elements for spaces likely no longer necessary. Transport is more reliable, reducing traffic congestion costs if specific infrastructure is available and it is more equitable as there is no longer segregation due to economic, social, health, age or other factors. Relative to cars, however, this mobility should be competitive in terms of time, cost and comfort. Three main strategies have been seen in this first phase:

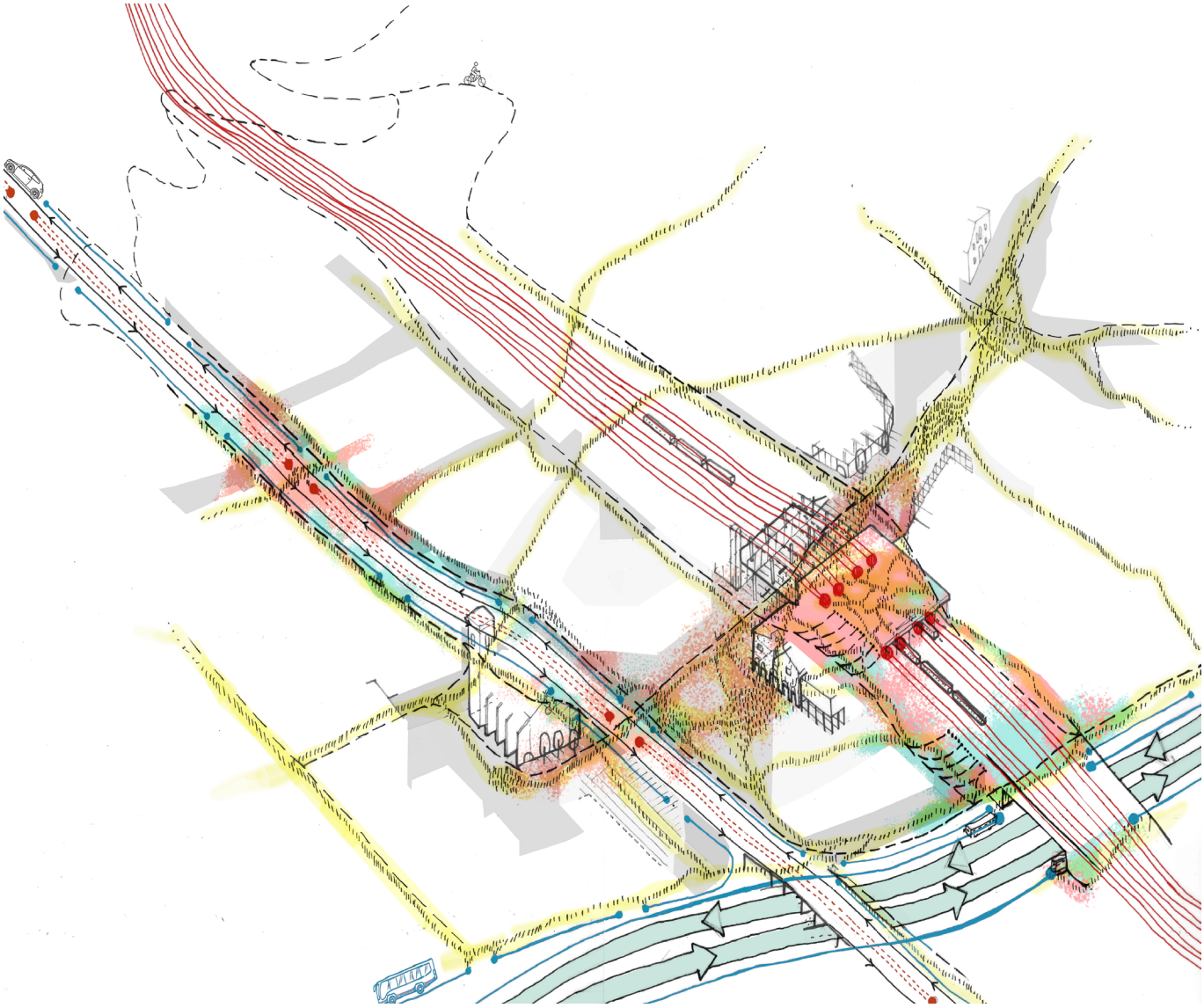
- **Through the infrastructure:** Reprogramming infrastructure mobility flows in order to incorporate and prioritise active mobility and public transport throughout its length at the expense of car space. For example, Porto, with a four-lane motorway, will be re-shifted to introduce pedestrian walkways on both sides, as well as a bus and bike lane. Manchester is working towards similar goals.
- **Across the infrastructure:** Rethinking infrastructure can make it possible to introduce new mobility flows across infrastructure and reconnect both sides. This is Thessaloniki's case, where various neighbourhoods can be integrated, 'only' rethinking road and military infrastructure, making it possible for the city's inhabitants to have more meeting spaces.
- **Inter-modality and city hubs:** In order to reach any final destinations (Last Mile) anywhere more efficiently, all sustainable means of transport must be integrated to facilitate transfer from one means of transport to another. They should be integrated physically, in the sense that they should be as close to each other as possible and have integrated management (including same fares, signage, coordinated schedules, etc.). Krakow and Amsterdam have experience in working on such inter-modality hubs.

TOWARDS EQUITABLE MOBILITY

Mobility infrastructure is related to citizen accessibility to all services and opportunities offered by the metropolis, including basic subsistence accessibility to housing, workplace, education centres and services. This is not merely a functional matter. This is a fundamental right for all citizens. The importance of the role of infrastructure is undeniable as a physical support for all means of transport in guaranteeing adequate accessibility to all places. This is not currently happening, despite infrastructure's overuse. This network will explore which factors lead to urban segregation in terms of age, health, disability, social status, gender, religion and location. It will then set up strategies and actions to tackle these.

The following are some points already identified by the European Institute for Gender Equality:

- Gaps in access to transport infrastructure and services
- Segregation within the transport labour market
- Weak representation of women in the transport sector decision-making process
- Gender-based violence in transport, which mostly affects women



CASE STUDIES

GENDER MAINSTREAMING IN URBAN DEVELOPMENT, BERLIN 2005

Gender Mainstreaming in Urban Development (Berlin Handbook, 2011)[11] contains a range of criteria and guidelines for decision-making in gender-sensitive planning at various levels.

Key elements for knowledge sharing are short travel distances in a "compact and safe city" ensuring equal opportunities for people. Equal mobility opportunities are attained by optimising foot and bicycle traffic and providing convenient access to surrounding areas and the public transportation network and designing a safe network of paths for pedestrians and cyclists.

SUSTAINABLE URBAN MOBILITY PLAN, GDANSK 2018

The SUMP (Orcholska, 2018)[12] development process saw the implementation of a broad and detailed participation strategy, beginning with the working team itself. It was extended to city districts, stakeholders, inhabitants, interest groups, politicians and a wide range of experts from various professions. SUMP's main objectives are: Improved conditions for active mobility, increased safety, improved accessibility, increased public transport, reduced the transport externalities and increased the quality and accessibility of public space and increased quality of life.

1.2.2

Rethinking for integrating the infrastructure

While mobility infrastructure connects the entire territory (territorial scale) it must also be understood as part of the public space and heritage of neighbourhoods it passes through (local scale). Mobility infrastructure is one of few urban elements with this multi-scale feature. Taking into consideration this aspect-rethinking infrastructure for simultaneous integration at local and metropolitan levels and activating all residual spaces in its proximity has enormous potential to alter the current situation, attaining a more liveable and interesting metropolis.

Many neighbourhoods and municipalities in metropolitan areas have absorbed within their urban fabric all kinds of crossing infrastructure designed thinking merely about the longitudinal connection for motorised vehicles; now overused. These neighbourhoods often are related to socially segregated areas with low quality urban spaces. Such areas have lost their local identity existing before the infrastructure was built. In many cases, these neighbourhoods are stigmatised and overlooked when considering potential locations for allocating growth in metropolitan areas. Redesigning the mobility infrastructure and its surroundings as the front door and centre of these neighbourhoods could radically improve their urban situation.

GOOD PRACTICES

- From Urban Highway to Living Space
- Seine Riverbank
  Paris
- Boulevard Périphérique Transformation
  Paris
- Woonerfs
  Netherlands
- Cheonggyecheon Corridor
  Seoul
- Left Bank Quay Of Garonne River Landscaping
  Bordeaux
- Noorthmor Homezone
  Manchester
- B-23 Urban Integration
  Metropolitan Area of Barcelona
- Singelfietspa
  Antwerp
- Sotto Il Viadotto
  Roma
- Place De La Republique
  Paris
- Metro Of Porto Integration
  Porto
- Rambla de Sants
  Barcelona

TOWARDS A REDESIGN OF MOBILITY INFRASTRUCTURE AND ITS SURROUNDINGS

Rethinking the infrastructure should also consider the area's location and where it passes through. The infrastructure and its periphery should be reconsidered. What was previously the marginalised part of the city will become integrated within it, making the city more attractive and liveable. To an extent this infrastructure should become the public space and entrance point to neighbourhoods, taking into account its local reality and identity. The network will focus on three points:

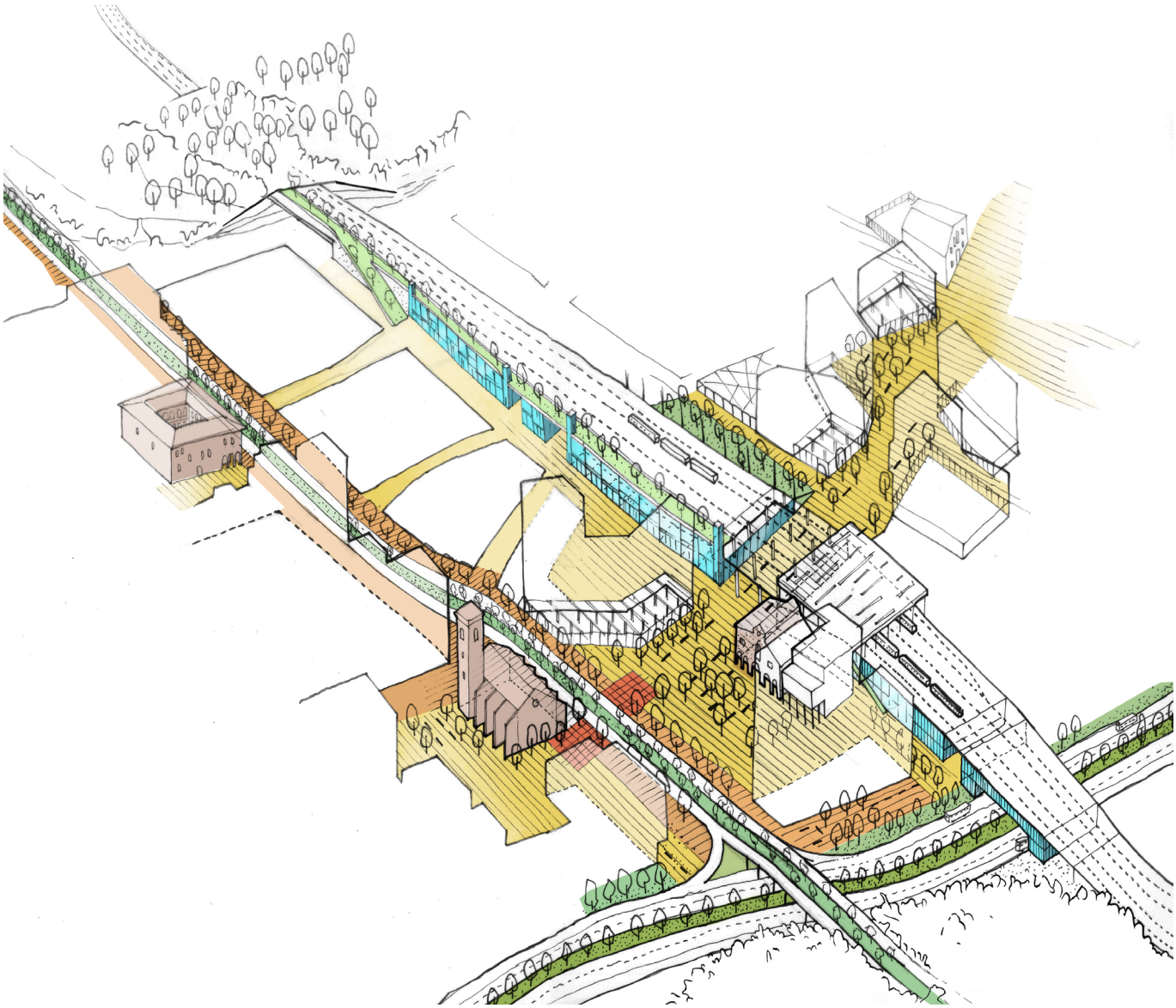
- Redesign of infrastructure and its surroundings to improve its urban quality and convert backspaces to new central spaces.
- When possible, minimise space wasted redesigning road junctions, safety distances, slopes, etc.
- Incorporate new elements and uses to "domesticate" the infrastructure.

TOWARDS GIVING VALUE TO ITS CULTURAL HERITAGE

Two of mobility infrastructure's fundamental assets are that the land is public and that it has been used in a collective fashion for many years. It has therefore accumulated urban memories and has become part of the identity of citizens. To this end, the following are the two main points to be discussed:

- **Public land heritage:** in some cases redesigning the infrastructure may make it possible to free up land that is no longer required for infrastructure and can be repurposed, for example developing a sort of mixture to a neighbourhood, selling the land to fund some of the infrastructure reshaping, or other uses.
- **Cultural heritage:** giving importance to the infrastructure's cultural value may help redesign and rethink the infrastructure and which role it should have. Mobility infrastructure is also the asset used by the population to discover and interact with the territory. Understanding the infrastructure as part of our heritage could help build a landscape inviting people to see it and live in it. For example, Porto's roads were built on the ancient city's border. Giving importance to this idea, perhaps to not doing similar, may provide a compelling argument for this proposal.

- "Baana": reuse of an old railway pass
  Helsinki
- Morlans Tunnel
  Amara, Spain
- Gran Via de Llevant
  Metropolitan Area of Barcelona



CASE STUDIES

WATERFRONT RENEWAL, THESSALONIKI

During the waterfront renewal, over five kilometres of underused hard to access spaces containing many automobiles were replaced with a pedestrian walkway with 870 new trees and bicycle lanes (Nikiforidis-Cuomo Architects, s.f.)[13]. The waterfront renewal project created a relationship between the city and sea, intensifying the local character, integrating life on the new seafront into the overall urban fabric, while simultaneously emphasizing the area's ecological character and its role as Thessaloniki's "green lung".

C-245, AMB

The new project will give a more pleasing quality to the historical road that connects five municipalities across the metropolitan area of Barcelona and gives priority to public transport and active mobility (bike lane and wide pedestrian walkways) at the expense of automobiles. C-245's urban integration will be the starting point for a long process of urban revitalisation, placemaking and regeneration.

1.2.3

Rethinking metropolis planning

Levels of mobility are related to the urban settlements supported (density, types of urban uses, etc.) as well as offering and costs (money, time, etc.) of transport available. Planning the territory with sustainable mobility criteria in mind and the other way around, rethinking mobility from a territory standpoint is required for having a short distance metropolis. People, activities, facilities, workplaces, leisure and gateways to public transport must be located close by, ideally under 15 minutes by foot or bicycle. This strategy fosters sustainable neighbourhoods, builds local communities, reduces social segregation and diminishes needs of mobility's highest costs.

Cities began an unprecedented urban expansion when more efficient transport was invented: trains and subsequently, automobiles. New mono functional areas were built to allocate industrial estates, residential areas, public facilities and leisure and consumer complexes, all of which were physically segregated and linked by automobile only. This rapid suburbanisation process was structured with segregated car infrastructure, producing all aforementioned externalities. Rethinking this mobility infrastructure is therefore a wonderful opportunity to change the current situation, unlock opportunities for mixed uses, urban intensification and urban regeneration. The objective is a short distance metropolis, more sustainable and less dependent on cars.

GOOD PRACTICES

- Amsterdam Zuidas
  Amsterdam
- Paris Bédier - Porte d'Ivry
  Paris
- Bjorvika Barcode
  Oslo
- Amsterdam Central
  Amsterdam
- Transit-Oriented Development Model
  Montreal
- Tysons Urban Center
  Tysons Corner, USA

TOWARDS INTENSIFYING THE MAIN PUBLIC TRANSPORT STOPS

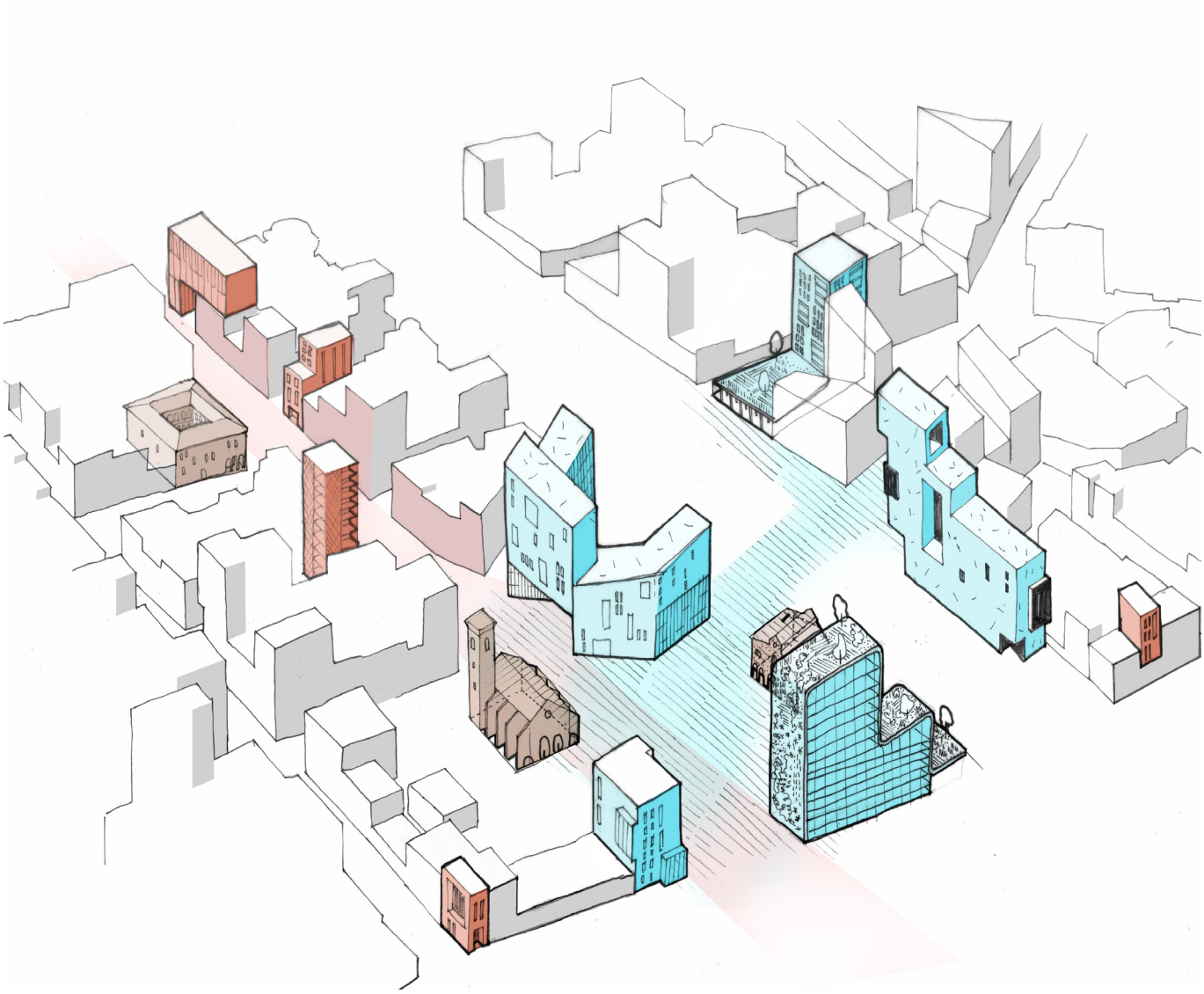
Mobility infrastructure creates polarities. Some uses of the territory enforce centralities, and both should be considered jointly. Rethinking mobility infrastructure can create new places that are highly accessible by public transport. In order to take advantage of this privileged situation and reduce dependence on automobiles, housing, services, and workplaces should be located within walking distance, usually 400-800 meters, to the greatest extent possible. Nonetheless, levels of density, use and complexity should be planned carefully to be sensitive to surroundings and not affect local identity (Sim, 2019)[15]. Amsterdam is working on this idea. Main points have been raised by the Transit Oriented Development Institute (Transit Oriented Development Institut, n.d.)[16], and can be summarised in:

- Walking proximity to public transport station
- Well-defined open space with active ground floor and sidewalk cafes
- Mixed use – lively, vibrant places
- Pedestrian scale with reduced and out of sight parking

TOWARDS UNLOCKING URBAN REGENERATION AND URBAN DEVELOPMENT

Reshaping mobility infrastructure could completely change the character of the place from an ugly place to a central and desirable place. This shift could cause a chain reaction towards neighbourhood regeneration. For example, converting what was a noisy road to a central avenue could mean a new main street for that neighbourhood with new buildings containing new cafes, shops, open spaces, housing, offices and services. This new potential urban regeneration and development might be considered in order to enhance local identity, rebalance its urban uses (mixed-use neighbourhoods), and slow the effects of gentrification.

In other cases, this could serve as a chain reaction for new urban development or major urban transformation (brownfield recovery) that may help decentralise the metropolis and reduce commuting distances. Paris and the Barcelona Metropolitan Area are working on this idea.



CASE STUDIES

LA SAGRERA, BARCELONA / PLAÇA EUROPA, L'HOSPITALET DE LLOBREGAT

After Cerdà square, Gran Via was a motorway. With the integration of the motorway, the new avenue became the front face of the neighbourhoods and activated all surrounding spaces. Today, large facilities like Barcelona's City of Justice, Europa Square (a new economic district), Barcelona's trade fair, houses and services are located around the avenue. Public transport was also improved to provide services for these new uses: two or three new metro stops, interchanges and bus lanes have been implemented gradually.

ROSE DE CHERBOURG, LA DÉFENSE, PARIS, FRANCE

The traffic junction between D913 and N13 in La Défense, Paris, has been a barrier to access between La Défense and the Puteaux neighbourhood (LILA, 2014)[14].

The Rose de Cherbourg project prioritises pedestrian flow alongside the boulevard, creating new public spaces in order to become a new civic point of the neighbourhood and allocate over 100,000 m^2 to offices, student dormitory lodging, commercial space and housing.

1.2.4

Rethinking for adding ecosystem functions

Mobility infrastructure has the potential to not only play a neutral role in the environment, but to contribute actively in improving it. Its lengthwise proportion, vast dimensions, “kidnapped” spaces and other features could be repurposed to add ecosystem functions for a more complex, inviting, efficient, equitable, sustainable and attractive mobility infrastructure.

In recent decades, mobility infrastructure has been designed and built to be as efficient as possible to deliver its primary demands. However, in many cases, it has not taken into account the places it traverses. We have analysed the externalities on the built environment, but infrastructure also significantly effects ecological systems. Modern mobility infrastructure’s ecological footprint has an effect on lost habitats, fragmentation of habitats, non-native invasive species, landscape quality, pollution, associated or ribbon development (Davenport & Davenport, 2006)[17].

During the first phase, the network came up with (Thessaloniki and Gdansk specially), two main strategies that will be developed during the second phase, discussed below

GOOD PRACTICES

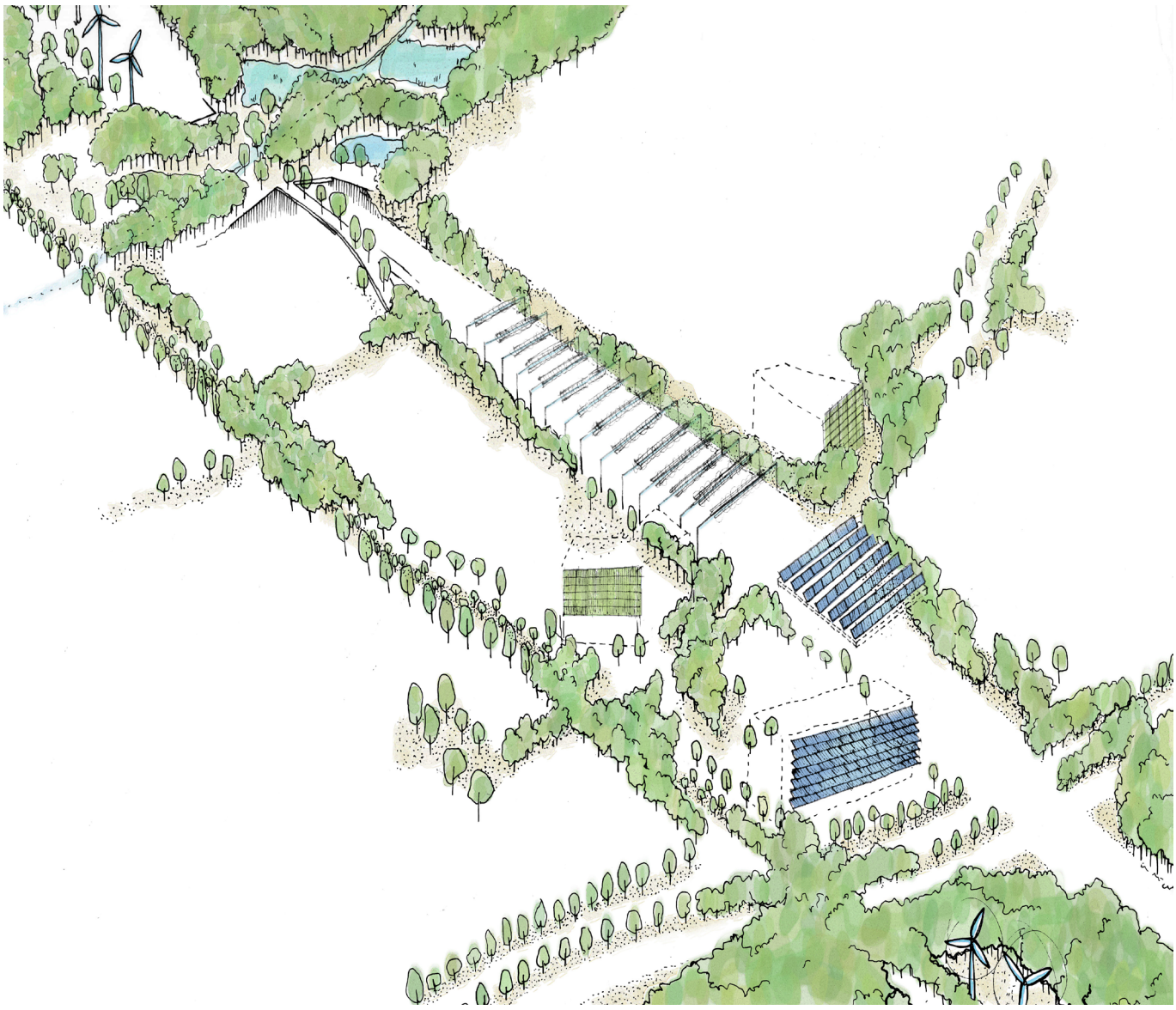
- Ecological Corridor, European Green Belt
  From Finland To Greece
- Ecological Corridor, Wildlife Overpass on Trans-Canada Highway, Banff National Park
  British Columbia
- Ecological Underpasses for Animals
  France, Germany and Spain
- Environmental Recovery of Llobregat River
  Metropolitan Area of Barcelona
- Ultra Low Emission Zone
  London
- Low Emissions Zone
  Metropolitan Area of Barcelona
- Highway Beautification
  North Carolina

TOWARDS A BETTER ENVIRONMENT

At this time in history, infrastructure must assume a more active role in ecosystem: a role making it possible for natural spaces that have been buried, sometimes by the infrastructure itself, to be recovered. Integration of infrastructure with the landscape, removing the barrier effect and recognising the site’s characteristics of the site and identity, will make it possible for biodiversity to be recovered. It will also foster a new relationship between infrastructure and the environment, enhancing its qualities and resilience. Some strategies already identified are: re-naturalisation of the infrastructure, ecological corridors to reconnect green infrastructure, a new way of understanding infrastructure, and others.

TOWARDS ASSUMING METABOLIC FUNCTIONS

Infrastructure can also assume metabolic functions, including water management or energy production. This active role could help mitigate the effects of climate change. Some strategies, among others, brought up by partners are: flood management, water decontamination, aquifer recharge, sustainable energy production and supply (for transport and cities).



CASE STUDIES

PLANTAGE MIDDENLAAN, AMSTERDAM

Plantage Middenlaan prioritised pedestrians and cyclists progressively until cars were replaced completely. Increasing permeable surface area (such as grass) over asphalt has contributed to capturing storm water and diminishing the consequences of floods.

DAEJEON–SEJONG BIKE HIGHWAY, SOUTH KOREA

The Daejeon-Sejong bike highway was built to connect the cities of Daejeon and Sejong, around 32 kilometres, in the centre median of a six-lane highway. Solar panels cover the bike lane, generating electricity while offering cyclists protection from the sun and rain.

1.3
The Policy Context

Urban policy context

RiConnect - Rethinking mobility infrastructure to reconnect cities is aligned with the Sustainable Development Goals (SDGs), specifically with Goal 11: “Make cities and human settlements inclusive, safe, resilient and sustainable”; and 11.2: “By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, people with disabilities and older people”.

Cohesion Policy 2014-2020 has a strengthened urban dimension, reinforced by the urban dimension of the mainstream programmes, the Urban Development Network, Urban Innovative Actions, and European Territorial Cooperation programmes such as URBACT. Proposals for Cohesion Policy offer support for this urban dimension to an even greater extent in 2020.

RiConnect urban areas are facing the challenge of urban sprawl and must come up with intelligent solutions for promoting sustainable use of resources, through urban spatial planning and rethinking infrastructure for better mobility schemes (similar to TO 6). They must also do so by promoting climate change adaptation and resilience (TO 5), and sustainable means of transport, connecting metropolitan networks to integrate the entire territory (TO 7).

Reconnecting people and the environment will also eliminate barriers and foster ecosystem connectivity. The integration of metropolitan infrastructures will help promote climate change adaptation (TO 5) and address key issues for cities and metropolitan areas, such as air quality and noise pollution. A new focus on urban planning is needed in order to address these sensitive issues, which are also linked to social, economic and environmental problems at the urban and metropolitan scale.

RiConnect will also contribute to promoting sustainable transport and removing bottlenecks in key network infrastructure (TO 7). Creating new metropolitan centres will reduce congestion and carbon emissions, and new connections will foster sustainable means of mobility. These networks will also foster urban renewal and urban development for planning, land policy and housing, as well as economic and social development. This links directly to Economy and Competitiveness Thematic Objectives, and in particular TO 4: “Supporting the shift towards a low-carbon economy in all sectors”. The new connected landscape will enhance low carbon economy and socially inclusive economic development. Finally, the network will seek to promote social inclusion and fight poverty (TO 9) by linking infrastructures and returning added value to formerly isolated neighbourhoods, which are frequently most deprived, with the most vulnerable population. By breaking natural and mobility barriers, RiConnect will socially integrate these neighbourhoods and give value to formerly isolated land, fostering liveability, jobs and inclusion.

RiConnect also seeks to achieve Europe 2020 smart sustainable and inclusive growth goals. The APN will structure the metropolis to articulate the territory, redistributing the mobility flows for integrated and sustainable mobility schemes, and generating synergies with the various systems surrounding infrastructure. RiConnect will foster sustainable growth and promote a more resource efficient, competitive, greener and smarter economy. With a special focus on deprived neighbourhoods, urban regeneration will reduce poverty and social exclusion addressed by EU 2020 Goals for Smart and Inclusive growth.

RiConnect is aligned with the territorial priorities set by (European Territorial Agenda 2020, 2011)[18]. Urban fragmentation and the complex relationship between the various levels of administration are challenges that cities must address. The RiConnect network will contribute to making European metropolises stronger by learning together and improving their urban development and optimising the use of resources. The network therefore contributes directly to TA 2020 priorities, including promoting polycentric and balanced territorial development, encouraging integrated development, territorial integration, promoting strong local economies and, in particular, improving territorial connectivity and managing connecting ecological landscape and cultural values.

It is also worth noting that the proposal is linked to the EU Urban Agenda. The currently existing fourteen thematic partnerships linked to sustainable urban development policies include issues directly relevant to RiConnect, specifically climate adaptation, urban poverty, sustainable use of land and nature based solutions, air quality and sustainable urban mobility.

Existing projects and networks

RiConnect had exchanges with different projects and networks and it plans to extend these exchanges during Phase 2. Several partners are involved in a large number of networks. Many share similar objectives and challenges to facilitate exchange and share knowledge. RiConnect has identified some ongoing European projects and other URBACT networks who share interests; synergy will be sought. RiConnect has already and will continue to learn from already completed European projects.

From Roads to Streets (METREX) and Urban Regeneration in the City Fringe (EUROCITIES) are two twin networks with a very similar approach to our own. RiConnect was invited to give a presentation and discuss similar challenges in October 2019. We will have a continuous exchange with this network over the next two years, inviting representatives from each network to the various events, creating synergy and sharing knowledge and conclusions.

RiConnect has identified and contacted various URBACT APN who work on similar issues, including Space4People, GenderedLandscape, UrbSecurity, ZCC and Thriving Streets, who have project partners in the same geographical area. Preliminary arrangements have been made to foster collaboration and exchange during the second phase.

The European Metropolitan Authorities (EMA) is a forum for leading politicians from Europe's main metropolitan cities and metropolitan areas. It is a platform for political dialogue among metropolitan areas and cities, European institutions and national governments. RiConnect Partners participate in the EMA meetings. The next EMA meeting will be held in the Porto Metropolitan Area in November 2020, with the main topic being Sustainable Urban Transport.

The Urban Transports Community is an Interreg MED Programme initiative promoting sustainable urban mobility planning across the Euro-Mediterranean region. It joins seven territorial cooperation projects with almost 100 organisations active in 12 countries. This initiative will propose, capitalise on and replicate effective and sustainable mobility solutions in order to reduce carbon emissions and improve the quality of life of the population and the environment. Some exchanges will be carried out during the second phase. Representatives from this project will be invited to some of our meetings.

Metropolis is a global network of major cities and metropolitan areas. It serves as a hub and platform for metropolises to connect, share experiences, and mobilize on a wide range of local and global issues, in addition to being the focal point of worldwide experience and expertise on metropolitan governance. The Barcelona Metropolitan Area acts as its co-president and Greater Manchester and Paris Metropole are members.

The POLIS network of European cities and regions is working together to develop innovative technologies and policies for local transport, promoting sustainable mobility through the deployment of innovative transport solutions. Project partner members from Polis are the Barcelona Metropolitan Area, Transport Greater Manchester, Grand Paris, Thessaloniki and Vervoerregio Amsterdam. This platform seeks to disseminate and capitalize on RiConnect knowledge and conclusions.

EMTA Network – European Metropolitan Transport Authorities has three partners: Porto Metropolitan Area, Vervorregion Amsterdam and Transport for Greater Manchester are members of this network. It can be used to share results, learn, and promote exchange.

Closed URBACT networks used by RiConnect for findings and further exploration of objectives are: CityMobilNet, ENTER. HUB, USEact and NeT-TOPIC.

2.Partner profiles

RATIONALE BEHIND THE PARTNERSHIP

Due to large-scale mobility infrastructure (usually greater than municipal borders), a network of metropolitan areas and transport authorities with a supralocal perspective are the most suitable scale to deal with and coordinate these challenges. Each partner shares the same objectives while enriching strategies and actions as a whole by contributing with their own specific spatial, legal, economic and historical context, as well as their overall experience.

As regards the subject, the partners provide diversity, meaning that the network objectives can be approached from different perspectives, thus ensuring effective knowledge transfer, as displayed in the table. As can be seen, although Krakow Metropolis Association and Gdansk-Gdynia-Sopot Metropolitan Area are from the same country, they have different features that complement each other and are of great interest for the network.

Even though all partners work at the metropolitan scale, the network has decided to address specific locations for the IAPs. The idea is to work in specific and manageable challenges, in which few stakeholders are involved, and thus be able to learn while doing, testing metropolitan strategies/policies and finding solutions that can be then transferred to other places or contribute to the reinforcement of metropolitan policies.

METHODOLOGY USED TO CREATE THE PARTNER PROFILES

The partner profiles were created with an approach made up of several stages that began with the first IAP poster at the kick-off meeting and ended with the face-to-face between the LP and LE with each one of the partners in the Final Meeting. However, the most important part of the exchange was obtained through a survey that was answered by all the partners, and the partners' visits. The visits were essential for a number of reasons, such as: to understand local reality and complete/clarify the information of the questionnaire; to discuss whether the local priorities of the integrated action plan were aligned with the network; to ensure that the partners knew what the network/URBACT needed/offered, how/when everyone could contribute, and what the URBACT methodology was like; and, finally, to ensure that political support was granted.

Finally, it is necessary to make special mention of the URBACT methodology. Although it could be clearly seen that all the partners have limited or very limited experience in performing integrated and participative processes, they all consider that rethinking mobility infrastructure and its environment is a perfect occasion to put the URBACT methodology into practice in developing and drafting their IAPs. Main reasons are: Rethinking infrastructure is an extremely complex process involving a high number of players of a very different nature; which has huge effects on citizens, and that the only viable way of taking it forwards is doing it with everyone's agreement, in a comprehensive and collaborative way.

	Shape of the metropolis (1st map of every Partner Profile)					Current existing infrastructure (2nd map of every Partner Profile)			PM average exposition
	NUMBER OF MUNICIPALITIES	POPULATION (M inhab.)	MAX-MIN DENSITY (inhab/km²)			DEVELOPMENT OF INFRASTR.	PUBLIC/PRIVATE TRANSPORT		AIR QUALITY (PM 2.5 mg/m³)
AMB	36	3.2	21,054	138		consolidation	23%	24%	12,30
AMP	17	1.7	5,198	63		consolidation	29%	53%	7,90
OMG-G-S	26	1.53	2,693	11		in expansion	28%	44%	13,10
KMA	15	1.06	2,358	123		in expansion	30%	40%	30,50
MDAT	11	0.8	14,260	450		in expansion	34%	44%	14,80
VA	15	1.54	5,239	138		reconfiguration	13%	34%	12,20
MGP	131	7.2	21,258	3,114		reconfiguration	26%	24%	13,90
TFGM	10	2.8	4,735	1,359		consolidation	10%	61%	10,90

ÀREA METROPOLITANA DE BARCELONA

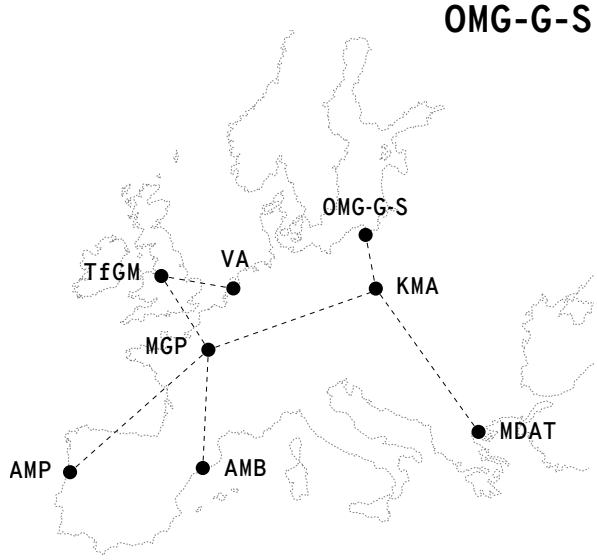
AMB

AREA METROPOLITANA DO PORTO

AMP

OBSZAR METROPOLITALNY GDANSK–GDYNIA–SOPOT

OMG-G-S



STOWARZYSZENIE METROPOLIA KRAKOWSKA

KMA

ANAPTYXIAKI MEIZONOS ASTIKIS THESSALONIKIS

MDAT

VERVOERREGIO AMSTERDAM

VA

MÉTROPOLE DU GRAND PARIS

MGP

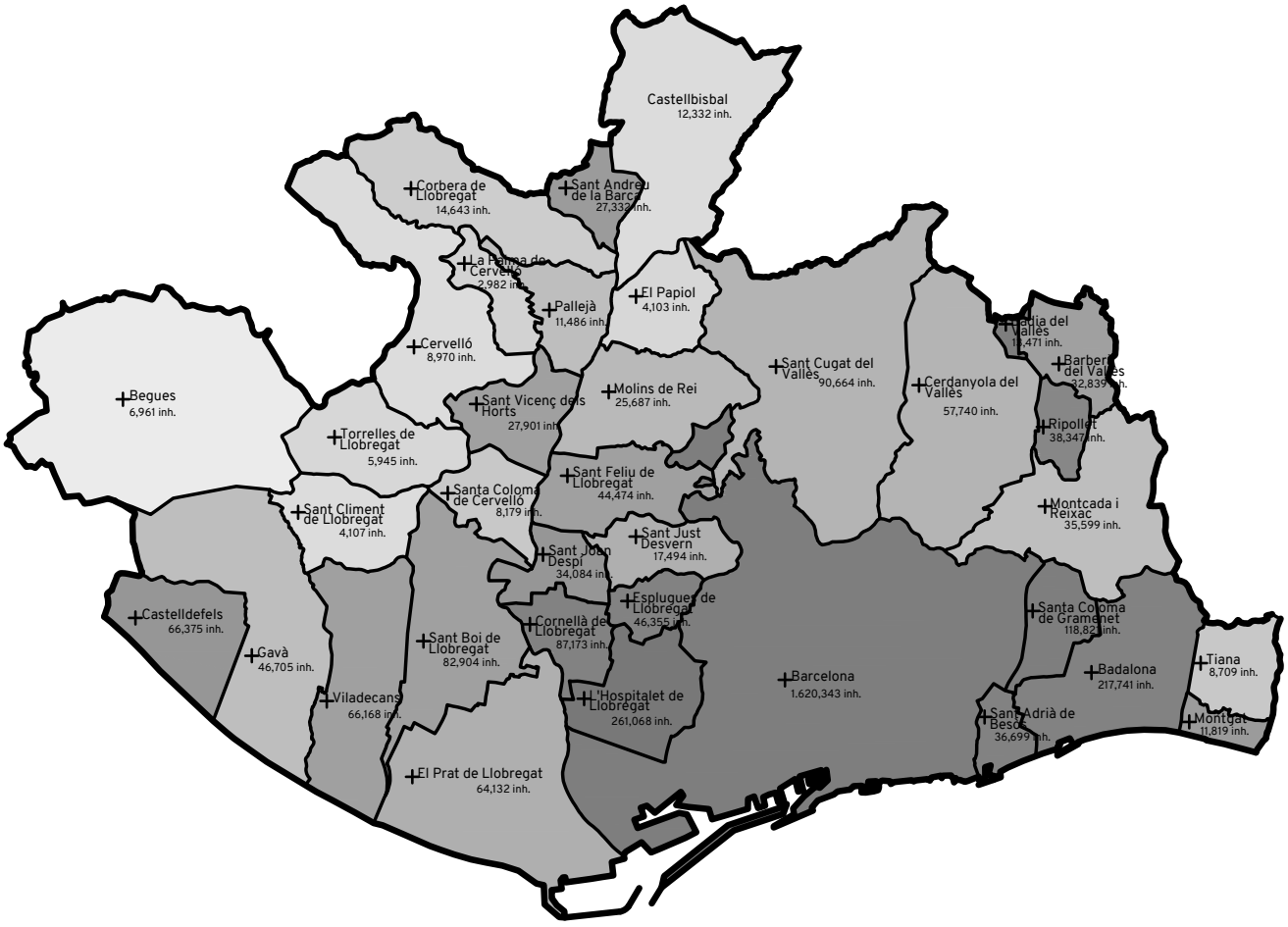
TRANSPORT FOR GREATER MANCHESTER

TfGM


0 5.000 10.000 20.000 30.000
Meters

2.1

Àrea Metropolitana de Barcelona



AMB

About the partner

36 municipalities	636 km²	3.2 M inhabitants				
		0-14	15-24	25-54	55-64	> 65 Age
		14%	10%	44%	12%	20%

Covering a total area of 636 km² and consisting of 36 municipalities, the **Barcelona metropolitan area (AMB)** occupies a strategic position in the Mediterranean corridor, resulting in the development of the most dynamic urban area in Catalonia. The area has a population of 3.2 million people and is expected to rise to 3.6 million by 2038. 87% of this population is concentrated in the first crown. This population's age distribution is uniform among municipalities. Immigration represents 15% of total inhabitants, who are concentrated in the city of Barcelona. Unemployment rates are fairly uniform throughout the metropolis, averaging 9.5%.

AMB was officially established as a formal institution in 2010, absorbing the jurisdictions of former metropolitan entities dating back to 1987 (urbanism, transport and environment). These have been expanding progressively and are now managing **territorial and urban planning, transport and mobility, environment and sustainability** (including waste and water management), **housing, economic development and social cohesion.**

AMB's organization is centred on **four main governing bodies**, which are **indirectly appointed to four-year terms** through local elections: **the Presidency, Governing Board, Special Audit Commission, and the Metropolitan Council. The Metropolitan Council** is AMB's highest governing body and is constituted by 90 metropolitan councillors, one for each of AMB's 36 townships and 54 assigned according to each township's demographic weight.

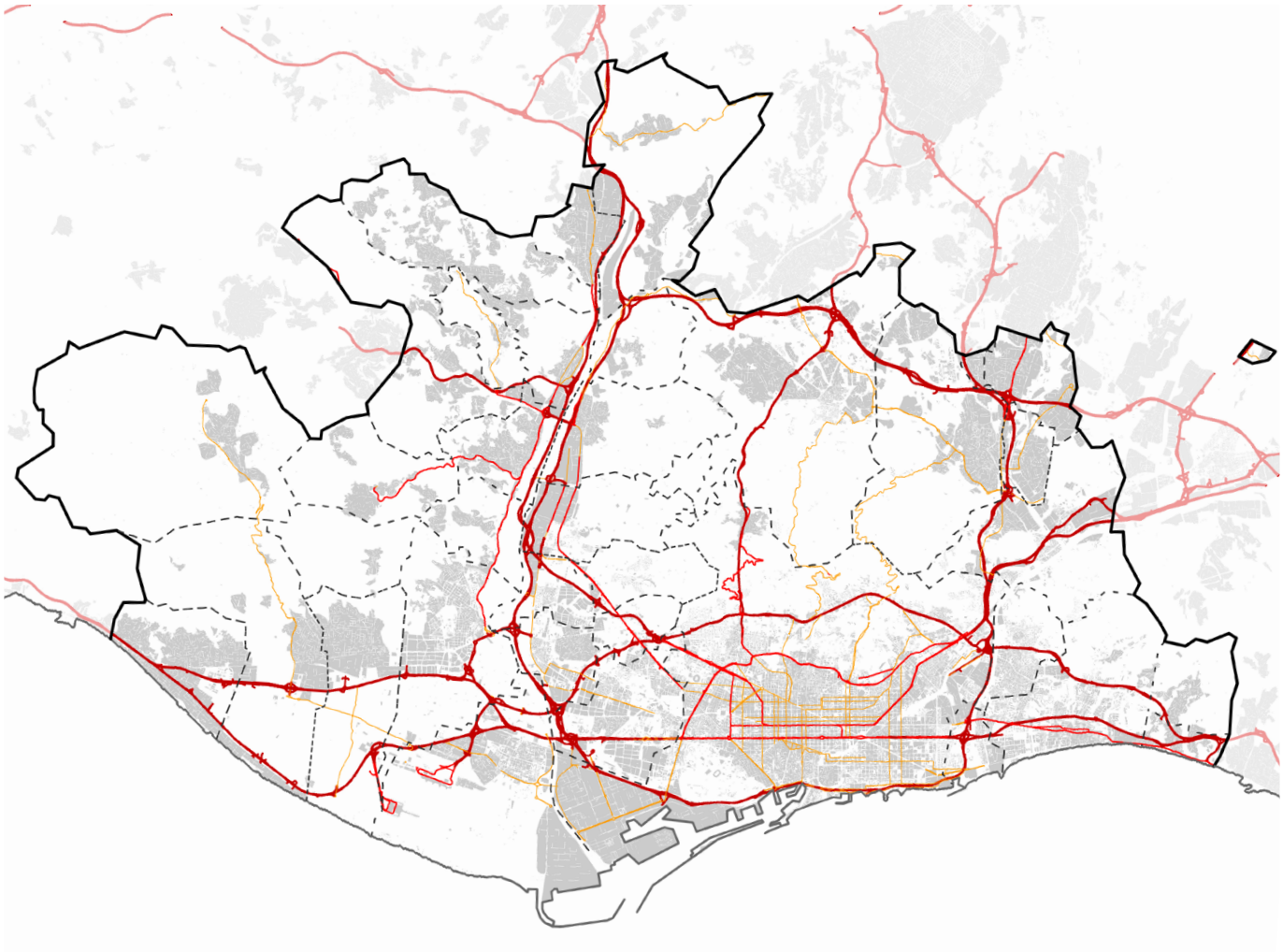
SWOT

	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
ENTITY	• Competence in transport, mobility, urban planning • Experience in developing and implementing similar plans • Experience in achieving technical and political agreements, raising funds and delivering • The Metropolitan Urban Master Plan (PDU)	• Lack of experience in co-production, participation and communication processes support • Dealing with technical support by non-permanent members and external teams	• To verify the PDU Proposal and to test more specific approaches • To learn from the experience of other European cities. Transnational meetings. • To analyse and test different ways of governance and urban management • To find new planning strategies, processes, tools and partnerships	• The interdependence with the PDU could enhance but also hamper the implementation
METROPOLIS		• Public transport provides low accessibility levels outside the main centre • Inefficient use of road space and intermodal capabilities • Green infrastructure with very critical points • Deprived neighbourhoods with low urban quality and disconnection from the city centre	• To make cities good places to live in by promoting active mobility and public transport • To rethink the current mobility networks to maximise people's flow and public transport • To use the existing infrastructure network to provide a metropolitan structure	• Urban regeneration might trigger gentrification • City centres are physically disconnected due to main infrastructures • Fragmented ownership

Mobility infrastructure

AMB MODAL SHARE

Walking & cycling		Public transport		Private motor vehicle	
53%		23%		24%	
min	max	min	max	min	max
18%	64%	7%	28%	17%	70%



AMB

Situation | Challenges | Objectives

As is typical with Mediterranean metropolises, most of the population lives in compact settlements, with high density and mixture use. This enhances active mobility and public transport.

The first motorways were developed in Spain in the 1960s and 1970s. As with most Western countries, investment was focused on private transport. Indeed, until very recently car-based mobility was a political priority at the expense of public transportation. Infrastructure was built without taking into consideration existing spatial relationships, which resulted in physical barriers, discontinuities, segregation of urban neighbourhoods and open spaces. This focus led to very low-quality urban areas.

CHALLENGES

As a result, we find a metropolis where some city centres are physically disconnected due to major road infrastructure. At the same time, the secondary road network, which offers enormous structuring possibilities, is cut-off or used to feed the segregated road network. This is combined with a radial Public Transport system, which offers low accessibility levels on trips outside the main centre. The main centre has a high demand due to the city's inherent features, including its high concentration of activities and services in the city centre, resulting in 12.3 million trips daily. This issue leads to an inefficient use of road space and intermodal capabilities since BRT lanes, bus lanes, bike infrastructure, intermodality (bus-bus, bus-rail, rail-rail), and Park & Rides are lacking.

Mobility infrastructure ownership is fragmented and includes central, regional and local governments, complicating matters further. On the other hand, management and maintenance may be carried out by other administrations who do not necessarily own the infrastructure. This results in a complex situation in terms of management and future planning of such infrastructure since at the start of projects agreements must be reached with all administrations involved.

Green infrastructure and neighbourhoods also demonstrate significant challenges due to segregated transport infra-structure. This infrastructure was built without considering the territory, producing barriers, urban segregations and other externalities that have persisted to this day.

OBJECTIVES

The AMB is therefore facing the challenge of creating metropolitan structures to support fair and sustainable urban mobility, link together municipalities, and set in motion urban regeneration, while providing attractive and liveable places.

Policies and Good Practices

The AMB is currently participating in and promoting the **Metropolitan Urban Mobility Plan 2019-2024**, and the launch of an idea competition. This competition deals with the future of infrastructure, rethinking road junctions and developing projects, tools and actions. Sustainable mobility in the metropolitan region is being promoted as well, among other areas of interest.

In 2013, AMB started to work on the draft of the new **Metropolitan Urban Master Plan (PDU)**. It is an essential instrument in tackling and overcoming the territory's weaknesses and deficiencies. It also defines new guidelines for transforming the territory by anticipating future needs. This process recently concluded its first phase with global challenges and objectives established in an Advance document. Regarding infrastructures and road systems, the PDU focuses on the transformation of existing networks towards more efficient and human-scale connections. Rethinking current mobility networks is needed in order to maximise inhabitants' movement flows and to promote public transport. The amount of available road space and high accessibility and centrality levels offered by this network must be taken advantage of.

AMB was a partner in the **URBACT Sub>Urban, Reinventing the Fringe project in 2015** in Badia del Vallès, an inaccessible area, despite its being surrounded by infrastructure. Stakeholders co-produced the project and relied on support from local and metropolitan authorities.

The **Cycling & Pedestrian Connection** (Batlle & Roig Architects, 2018) is an urban connection project in which the road redefines freeway margins gently, in order to soften the impact on the landscape along the route between Cervantes Park and the Jacint Esteva Fontanet Avenue.

The **Elevated Garden of Sants** (Ana Molino & Sergi Godia, 2016) is an elevated garden that covers train and metro lines. This new public space (760 x 30m) overlaps the infrastructure and is a dominating feature.

The **C-31 Badalona project** (AMB, 2016) which transformed the C-31 motorway into a structured system by integrating infrastructure. This involved using both an urban and territorial perspective and developed three strategies: diversify means of transport, strengthen transverse connections and provide urban borders.

Links to EU Operational Programmes

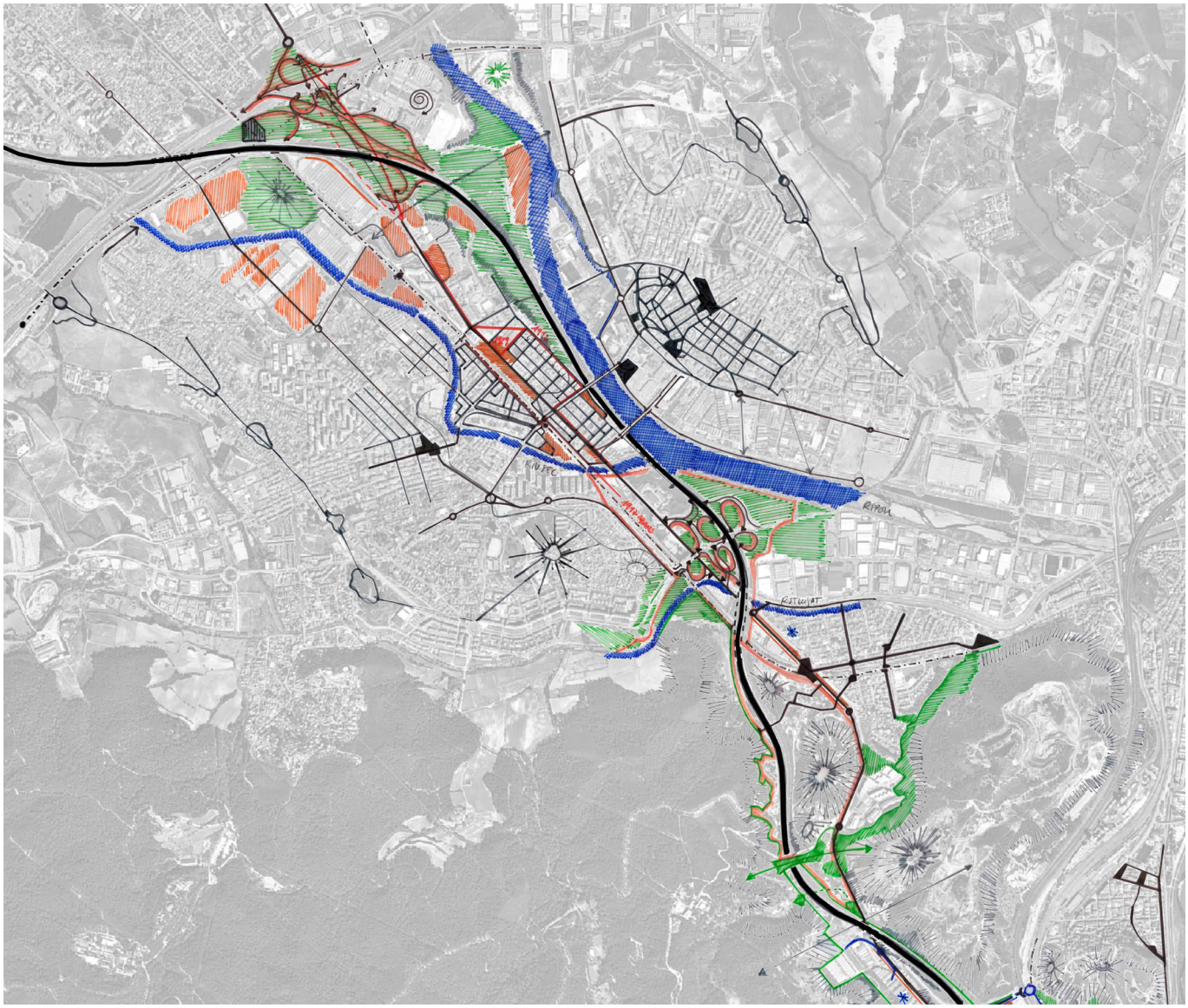
The **Multiregional OP for the Spain ERDF** programme seeks to help Spain anticipate and adapt to global changes in the fields of energy, urban development, water, and transport. It aims to contribute to the fulfilment of the Europe 2020 "resource efficiency" flagship initiative. The Programme will focus on supporting the transition towards a low carbon economy through energy efficiency in enterprise, housing and public infrastructure. It will also promote the production, distribution and use of renewable energy. It supports multimodal sustainable urban mobility, research, and innovation in low carbon technologies. This OP focuses on sustainable transport through investment in railways (RTE-T). Improvement of regional mobility by supporting interconnections with RTE-T and modal nodes, improvement of interoperability and noise reduction, and sustainable and integrated urban development will be this programme's main focuses.

This programme is expected to lead to a 10% increase in people using urban public transport, to multiply tonnage of goods transported by train on the basic network nearly fourfold, double passengers on the basic railway network, double tonnage of goods transported by train to Mediterranean Ports and achieve 100% implementation of the European Railway Traffic Management System (ERTMS) in all sections where it is needed.

Integrated Action Plan

IAP SITE CERDANYOLA DEL VALLÈS - RIPOLLET

IAP modal share	IAP infrastructure	IAP density	IAP permeable soil
56%- 7%- 37%	25%	91 hab/km^2	37%



Integrated Action Plan

The IAP area is located between two distinct metropolitan municipalities: Ripollet and Cerdanyola. The two municipalities are physically contiguous but cut by the following parallel infrastructures: railway infrastructure with a station in Cerdanyola, regional road N-150, highway C-58, and the Ripoll river. This infrastructure was built without consideration for their local spatial relationships, ignoring all of their surroundings and acting as psychological and physical barriers. For example, there is a neighbourhood in the midst of this entire infrastructure, of which half is part of Cerdanyola and the other half of Ripollet. This situation results in a place disconnected from both centres, with a low quality urban character and an unclear sense of identity. The industrial area located around regional road N-150 should also be noted, since it is in deteriorating condition and occupies a strategic location, altering the character of the road to make it an avenue. Finally, it should be mentioned that this area is located between two important infrastructure junctions. The northern junction, Baricentro, has the potential to become a new metropolitan centrality and set into motion urban development for the entire area.

This area's main challenges are: high dependency on private vehicles, given that highway C-58 is the most used motorway in Catalonia; low public transport accessibility levels despite the fact that so much surrounding mobility infrastructure exists; inefficient use of road space and intermodal capabilities; direct impact of road externalities such as road congestion, the visual impact created by physical barriers, noise and atmospheric pollution, loss of historical and pedestrian routes, residual and low quality public spaces, social segregation, and more.

The Integrated action plan IAP's main goal will be to define human scale urban structure congruent with the local identity, rethink and integrate mobility infrastructure, tear down its crossing barriers and walls and establish new connections to set into motion urban regeneration, promote active mobility and public transport and improve local network continuity.

The IAP proposed by the AMB will attempt to address the URBACT network's main objectives: (1) structure the metropolis by redistributing mobility flows, prioritising active mobility and public transport, (2) achieve proper integration between segregated roads and local distribution networks without jeopardising urban quality, urban continuity and global mobility efficiency. With these actions the AMB wants to set into motion (3) urban regeneration, especially in deprived neighbourhoods, and (4) environmental sustainability.

URBACT Local Group

Judith Recio and **Anna Majoral**, both of whom are architects and urban planners, will be local ULG coordinators. Judith Recio is a member of the PDU drafting service and has knowledge about the plan's objectives and strategies as well as experience in large-scale studies. Anna Majoral is a member of the Urban Planning service and is experienced in smaller-scale projects, working specifically on various infrastructure integration studies. These two approaches to the territory can enrich the IAP and enhance knowledge exchange and synergy between the future Metropolitan Master Plan and the IAP.

In addition to the ULG coordinators, a larger team, made up of architects, engineers, environmental scientists, and others, will support the ULG as needed. An external expert on public participation will also be involved. The ULG will be separated into four distinct groups, who will be expected to work together.

THE MOTOR GROUP: will be the working group responsible for generating the IAP and will need to handle all ULG actions while actively participating in them. It will meet once a month. The ULG coordinators, an urban planner and transport planner from the local municipalities, AMB, regional and central government will make up this group.

THE DECISION GROUP: will validate the working group's proposals and establish guidelines for subsequent phases. This group is parallel to the motor group and will be made up of ULG coordinators, heads of various departments as well as elected members of local, metropolitan, regional and central governments, and citizen representatives. It is expected to meet at the beginning/end of the four stages.

THE EXTENDED GROUP: will be made up of agents, entities and citizens to disseminate information about the IAP and make suggestions that will be incorporated by the motor group. Also it can co-design and participate in the SSA.

NON-PERMANENT MEMBERS: are other entities interested in specific issues related to the process or which may be required by the motor group to collaborate on a one-off basis.

This ULG will deliver an IAP co-designed by many different stakeholders. Moreover, the elected representatives will be involved not only at the end of the process, but also during the process itself, to ensure political support that should facilitate the implementation of proposals.

POTENTIAL CONTRIBUTIONS

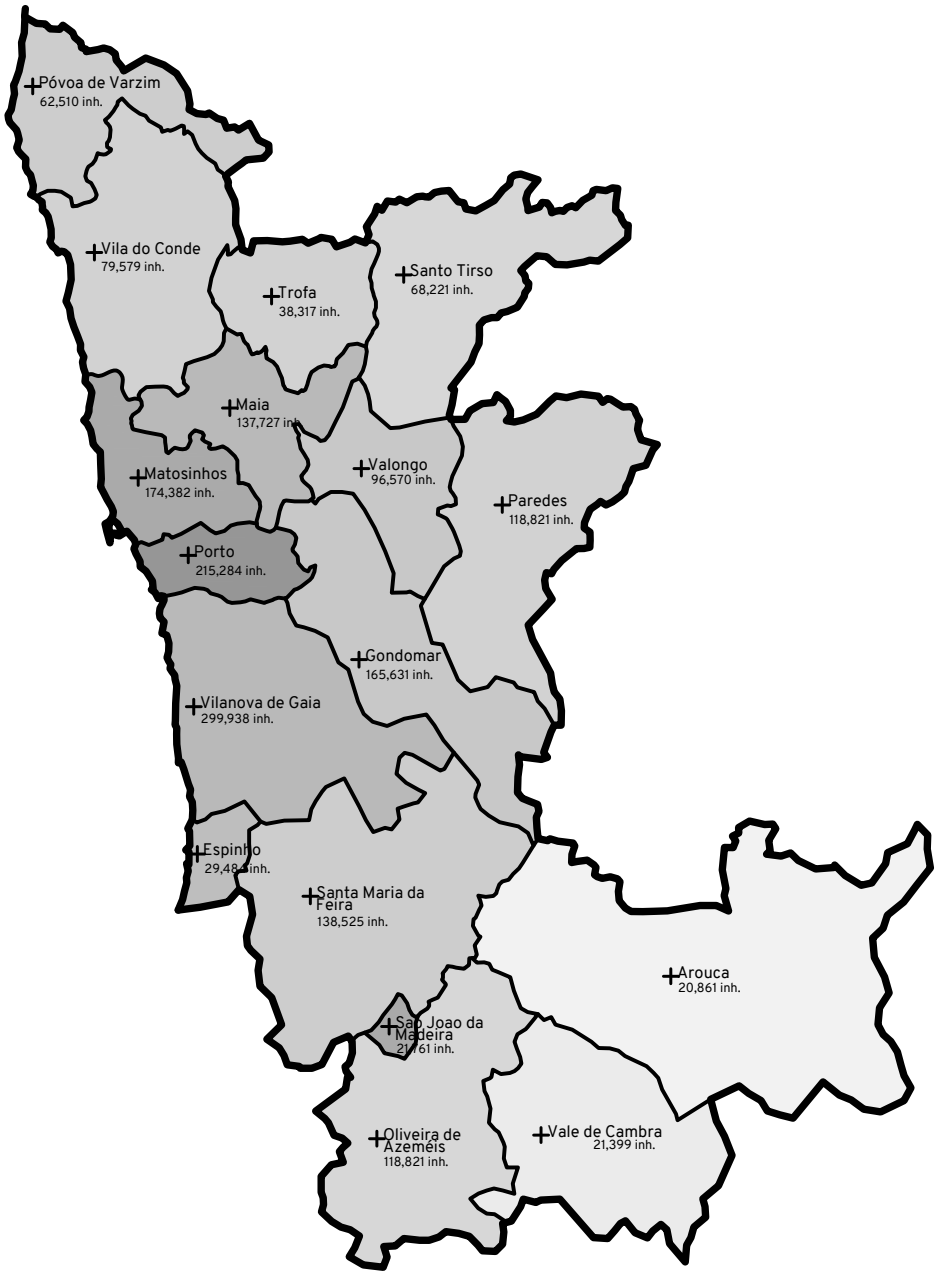
	REORGANISING HOW WE MOVE	INTEGRATING INFRASTRUCTURE	PLANNING THE METROPOLIS	ADDING ECOSYSTEM FUNCTIONS	GENERAL SKILLS
IN TERMS OF EXPERIENCE	• **PDU Draft 2019.** New metropolitan Urban Master Plan • **New grid mobility model bus network.** Rationalisation of bus network in orthogonal fluxes	• Good practice catalogue to soften the artefact • Experience developing infrastr. integration • Link with public space department (AMB) and landscape master's degree (UPC)	• **APN URBACT III, Sub>Urban, Reinventing the fringe, 2015.** A project in Badia del Vallès • **22@ Barcelona.** Experience of industrial areas in the middle of the city	• **ZBE Barcelona.** Low emission zone for private transport	• The AMB will contribute to the generation of new knowledge and the development of the project, providing its experience. Skills present: • Theoretical, executive and monitoring potential of the AMB. • Experience in international projects • Experience in projects management and economic funds • Experience in territory infrastructure integration
AS GOOD PRACTICES	• Cycling & pedestrian connection 2018 • **New metropolitan bycicle network.** The mixture of mediterranean compact settlements enhances active mobility, walking and cycling. Bicivia is a new metropolitan bycicle network	• **C-31 Badalona. AMB, 2016.** transform the C-31 motorway into a structured system • **Elevate gardens of Sants 2016.** Elevated garden that covers the train and metro lines. A new public space (760m long by 30m wide)	• **La Sagrera, Barcelona.** New business district combined with high speed train station accommodation • **Plaça Europa, Hospitalet de Llob.** New business district and structural knot accommodation	• **Riparian space recuperation. Llobregat river.** Recuperation of the river as a green infrastructure and also as a pedestrian way	

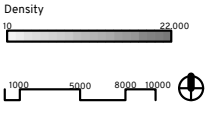
NEEDS

- To work with all stakeholders from the beginning
- Skills for co-creation
- Lack of experiences of co-production, participation and communication processes support
- How to incorporate technical support by non-permanent members and external teams

2.2

Área Metropolitana do Porto





AMP

About the partner

17 municipalities	2,041 km²	1.7 M inhabitants				
		0-14	15-24	25-54	55-64	> 65 Age
		13%	11%	41%	14%	20%

Sitting at the mouth of the Douro River and concentrating an array of key infrastructure, the Porto Metropolitan Area (AMP) is the most prominent northern sub-region in Portugal. Its population, expected to decrease from today's 1.7 million to 1.4 million by 2050, is distributed along the 17 municipalities that make up the AMP, with a total area of 2041 km². 58% of the population is concentrated in Porto and immediate neighbouring cities. The area's unemployment rate, averaging 15.7%, is higher in interior towns than coastal towns.

The AMP began as an institutional structure in 1991 but was established as a legally recognized inter-municipal entity in 2013. Its mission is to promote the area's economic, social and environmental development strategy. AMP's jurisdictions range from defining and approving **political and strategic options, metropolitan area action plans** and **budget proposals** to establishing **investment and development plans, programmes and projects of urban interest**, including spatial planning, environmental management, civil protection, and others. It also relies on municipal representation and management functions for entities of metropolitan importance, including public transport companies, regulators, regional development agencies, energy agencies, cultural and social institutions and tourism.

Its administration is concentrated into three main bodies: a **Metropolitan Council** consisting of the 17 presidents of the member municipal councils, the **Executive Committee** and the **Strategic Council for Development**. They stand as the Council's deliberative, executive and advisory boards, respectively, and **are elected indirectly on a four-year basis** according to municipal election results.

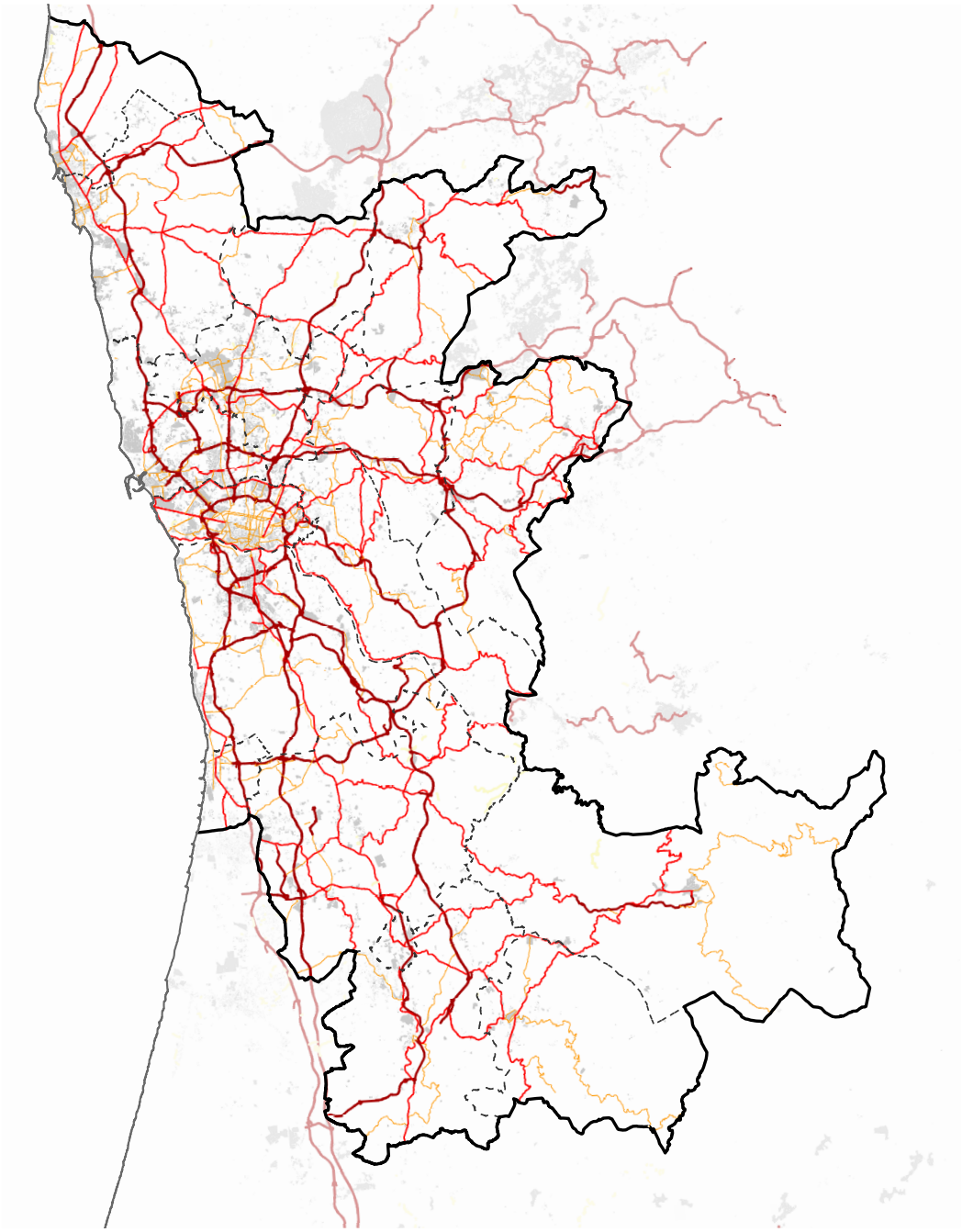
SWOT

	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
ENTITY	• A very recent metropolitan area • Several strategic documents pointing in the same direction • Metropolitan SUMP • Lots of experience working with different departments and entities • Participation in several networks (AMP and municipalities) • Lots of experience in project coordination and management	• No legal competence for urban planning (it depends on municipal mayors' will) • No agreement among all politicians • No political commitment • Little experience in participative approaches • Lack of experience in IAP	• Existence of several finance programs (national and international)	• Lack of external independence
METROPOLIS	• Important urban centres • Second most important region in the country (socially and economically)	• Lack of data for AMP and municipalities	• Territory diversity (cultural, natural richness)	• People ageing • Territory diversity (economic, social, urban) • High dependency of private car • Unbalanced public transport system • Lack of private investors

Mobility infrastructure

AMP MODEL SHARE

Walking & cycling		Public Transport		Private motor vehicle	
18%		29%		53%	
min	max	min	max	min	max
11%	32%	1%	18%	50%	86%



AMP

Situation | Challenges | Objectives

The main infrastructure is car-oriented. Its largest structuring example is in the shape of a motorway belt, consisting of the EN12, A20 and A44 and connecting both sides of the river while enclosing both Porto and Vilanova de Gaia. Two more bridges complete the connection in the centre of this delimited perimeter: one bridge is aimed at private transport and the other bridge is travelled by the city's principal railway.

The "EN12" or "Estrada da Circunvalação" is an essential travel route for the city of Porto and serves as a land border between the municipalities of Porto, Matosinhos, Maia and Gondomar. It is considered one of the most dangerous roads in the country even though it has municipal road features, and has been the target of several requalification projects over the years.

Distinct infrastructure shaping the territory present unique logistical characteristics, according to its ownership and management. The central government is responsible for large investments, including national highways, roads and railways. Municipalities are responsible for small investments and municipal roads. AMP is directly responsible for public urban transport services and "Vias Distribuidoras" or metropolitan cycling lanes.

CHALLENGES

Transport infrastructure has a major impact on the AMP. Urban fragmentation, space marginalization and declining neighbourhoods are some of the externalities to be addressed in order to promote both local and regional cohesion.

The Douro River divides the AMP into two parts, segregating them from each other. In addition, the river's unique characteristics result in secondary means of mobility, including river crossing travel and river traffic.

Implementing local policies and promoting public participation in territorial planning is essential, while promoting at the same time institutional and technical cooperation between all entities acting locally.

OBJECTIVES

AMP seeks to improve public realm and mobility infrastructure conditions by incorporating sustainability and quality of life criteria. AMP wants to change the paradigm from "Roads for cars" to "Streets for people" thereby promoting urban space cohesion.

AMP's objective is to bring about a change in the way municipalities operate at two fundamental levels: at a technical level, so that municipalities acknowledge the benefits of teaming up with other departments to implement solutions as comprehensively as possible; and at a political level, highlighting new urban paradigms, European success stories, and all new demands cities need to face in order to fulfil environmental requirements.

Policies and Good Practices

It is possible to identify policies and urban planning strategies at various levels. However, there is still a lack of tools and knowledge available on methods required to implement such policies and strategies.

National Spatial Planning Policy Programme (PNPOT) is the main instrument used in the territorial management system. It defines objectives and strategic options for territorial development and establishes the national territory organizational model. Regional divisions are provided, including the **Northern Spatial Planning Plan (PROT).**

Each municipality has its own Municipal Master Plan, which serves as the sole operational plan.

The **Integrated Territorial Development Strategy** EIDT compiles strategies governing the Intermunicipal Communities and Metropolitan Areas. They aim to unite various instruments in order to develop an integrated regional development process. These strategies seek to ensure consistency of participation in the 2020 operational programmes. The **EIDT** promotes social inclusion, efficiency and consistency of inter-municipal collective services, energy sustainability and sustainable mobility. The EIDT also aims to strengthen the degree of partnerships between local authorities, business associations, the scientific and technological system, education and training system and social economy organisations.

In 2016-17, the AMP created an intermunicipal working group with the objective of developing a Metropolitan Programme for the Urban Qualification of Circunvalação. This working group sought to build a vision of the "Metropolitan Urban Circular", which is clearly founded on the notion of "Consistent Urbanity." The objectives were to transform the Circunvalação road into an urban route, increasing levels of public transport in addition to comfort and safety. This enhancement strategy should also play a role in reducing average speed, noise and CO^2 emissions, while improving traffic flows. The finished project budget is approximately 60 million Euros.

Other projects:

A working group is developing the AMP SUMP, which is made up of multidisciplinary teams from the AMP and 17 municipalities. Its objective is to implement a common strategy for the entire region.

SMART-MR's goal was to support local and regional authorities' capacities in improving transport policies and providing sustainable measures for the adoption of low-carbon transport as well as promoting greater mobility in the metropolitan regions.

Links to EU Operational Programmes

The Competitiveness and Internationalization OP has a strong structural component, focusing on results and actions capable of transforming the economic fabric. It promotes cost savings associated with the increased efficiency of public services and improving transport links, including their integration in European networks. One of its main goals will be to promote sustainable transport and remove bottlenecks in key network infrastructure, while enhancing the institutional capacity of public authorities and stakeholders, combined with efficient public administration.

The **Regional OP Norte** will play a role in promoting the regional economy's competitiveness as well as the region's sustainable development and internal cohesion. Around 11 % of investments will be used to promote sustainable urban development. Almost five percent of the OP's funding aims to support the shift towards a low-carbon economy. It will be a lever of change for improving urban systems, creating or rehabilitating around 1,040,000 m^2 of open space in urban areas and supporting the rehabilitation of approximately 500 households.

Integrated Action Plan

IAP SITE N12

IAP modal share	IAP infrastructure	IAP density	IAP permeable soil
18%- 29 %- 53%	12%	3,330 hab/km^2	21%

Integrated Action Plan

The IAP will focus on an area called "Areosa - S.Roque," which covers three municipalities and four parishes. This area consists of a 300 m buffer zone around one of the most relevant road sections of EN12, "Circunvalação Road". This will be **Qualificação urbana da Circunvalação's next step.** This project consisted of the creation of an intermunicipal working group to create an urban requalification project for the entire length of the Circunvalação road (17 Km).

The IAP's vision is for the area to become socially cohesive and economically prosperous, with good mobility conditions for its inhabitants as well as travellers passing by who use the infrastructure.

Although mobility projects have already been conducted in the area, it still experiences mobility issues, social problems, and economic and environmental deprivation. Nonetheless, the area has a great deal of potential including one of the biggest shopping malls in the region, mobility infrastructure, workplaces, good residential areas, facilities and possible locations for new developments.

This IAP's objectives will focus on improving traffic conditions: enhancing green infrastructure, pedestrian safety and comfort, implementing new public transport infrastructure and enhancing real estate and cultural heritage by attracting more residents and investment.

The biggest challenges facing the IAP area are related to uniting the strategy and initiatives of the seven different territorial administrative entities. The central government is the owner of N12 itself. In addition to these entities' interests, other stakeholder interests must be considered as well. AMP does not have legal authority to carry out any projects, even though it is a project of metropolitan relevance and concern.

Once interests of all stakeholders are reconciled, funding sources and a management model that is replicable for similar projects must still be found.

URBACT Local Group

Adelina Rodrigues will be the ULG coordinator. She is Maia Municipality's Head of Energy and Mobility Division; Maia is one of the municipalities where the action plan will be developed. Adelina has a Degree in Chemical Engineering and a Masters Degree in Energy Management. She participates in several intermunicipal working groups on mobility and energy issues, including the metropolitan SUMP working group. She is also a university lecturer at Maia's Superior Institute.

Adelina Rodrigues has experience managing and coordinating working groups, and she is very knowledgeable about previously carried out studies in this area. As Head of an AMP municipality she is familiar with AMP's internal procedures, knows the officers and managers, and has institutional contacts.

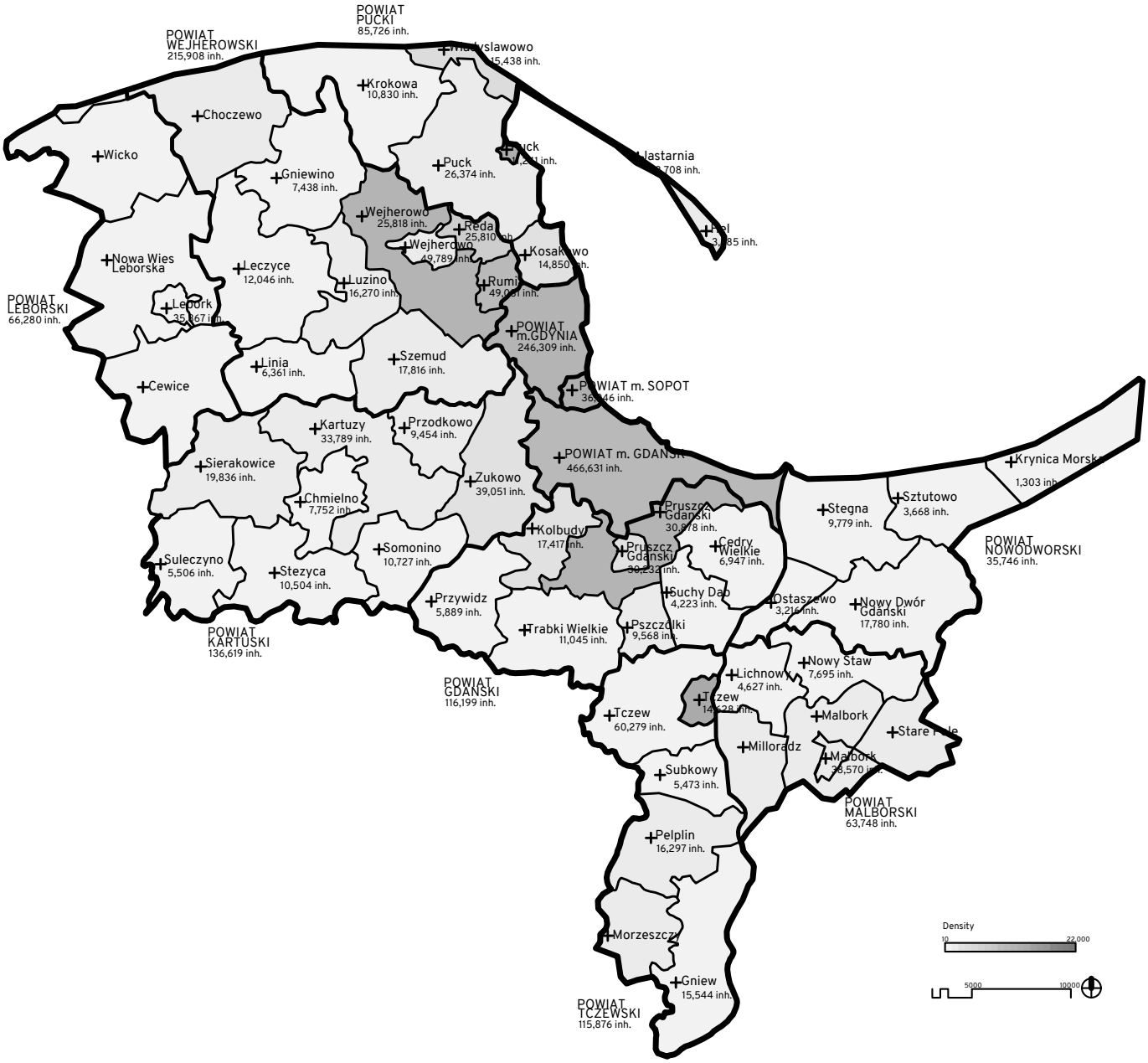
The ULG will consist of AMP Mobility Officers, the environment and urban development department, EU funding department and political representatives; political and professional representatives from the three municipalities included in our IAP area, namely from the urban development department; Parish Council presidents from the IAP area; officers from municipalities covered by the IAP; University of Porto professors and researchers; public transport companies representatives; private consultants specialised in regional development, public participation and mobility.

ULG will be managed and organised in a **discussion group** format involving all stakeholders. A Decision Committee, a restricted group made up of the AMP, Gondomar Municipality, Maia Municipality, Rio Tinto Parish, which is a political group, will have the power to make the decisions.

	POTENTIAL CONTRIBUTIONS					NEEDS
	REORGANISING HOW WE MOVE	INTEGRATING INFRASTRUCTURE	PLANNING THE METROPOLIS	ADDING ECOSYSTEM FUNCTIONS	GENERAL SKILLS	
IN TERMS OF EXPERIENCE	• **SUMP, Sustainable Urban Mobility Plan.** The AMP SUMP is being developed by a working group made up of multi-disciplinary team from AMP and the 17 municipalities with the objective of implementing a common strategy for the entire region.	• **Urban Qualification of Circunvalação.** This project consisted of the creation of an intermunicipal working group to elaborate an urban requalification project for the entire length of the Circunvalação road. To transform the Circunvalação road into an urban avenue.	• **The Urban Requalification Study.** The urban requalification study is the study about how the urban requalification in N12 should be made	• **SMART MR.** This project had the aim to support the capacity of local and regional authorities to improve transport policies and to provide sustainable measures for the adoption of low carbon transport and to promote greater mobility in the metropolitan regions	• AMP has senior officers with adequate training for the development and implementation of the actions foreseen in this network, in addition to having a network of municipal technicians with experience in URBACT networks, territorial planning and mobility.	• Methodologies to co-design an IAP • Experience in participative processes • Learning how to involve citizens
AS GOOD PRACTICES	• **Expansion of metro network and cycle network.** A light rail network that runs underground in central Porto and above ground into the city's suburbs. And new cycle lanes. • **BTS.** Bus Transit Systems, dedicated lanes for buses	• **Lais de Gaia.** Integrated infrastructure				

2.3

Obszar metropolitalny Gdansk–Gdynia–Sopot



OMG-G-S

About the partner

54 governments	6,700 km²	1.5 M inhabitants				
		0-14	15-24	25-54	55-64	> 65 Age
		17%	10%	43%	13%	17%

The **Gdansk-Gdynia-Sopot metropolitan area (OMG-G-S)** is an important connection hub, linking states within the Baltic region and interconnecting northern and Western Europe with central and southern Europe. 54 local governments (8 counties or powiats, 21 cities and 26 municipalities) make up the metropolitan area, which is distributed along an area of 6,700 km². Its population is 1.53 million, a figure expected to rise slightly, reaching 1.6 million by 2050. Approximately half of its current population is concentrated in the Gdansk-Gdynia-Sopot powiats. The area has an average unemployment rate of 6.2%.

The Gdansk-Gdynia-Sopot Metropolitan Area was established in 2011 with the goal of strengthening metropolitan cooperation and fostering sustainable development. The Metropolitan Area is not formally recognized as a legal entity and therefore **the metropolitan authority has no jurisdiction, for example, in urban planning, mobility infrastructure and services, or transport management.** Responsibilities for such areas are shared among local, sub-local, regional and national governments.

The **General Assembly** leads OMG-S-S Governance. This body is its highest authority and is made up of representatives from the 54 government bodies affiliated with the metropolitan area. It meets at least once a year and representatives are re-elected **every five years.** Once established, the General Assembly selects a **Management Board,** leading metropolitan governance. This results in governance outcomes including the 2030 Strategy, the Plan for Low Emission Economy and the Spatial Development Plan 2030.

ENTITY

SWOT

STRENGTHS

- Metropolitan scale can overcome institutional, administrative planning and operational barriers and thus trigger a sustainable mobility change
- Preparation of the Sustainable Urban Mobility Plan (as a part of the SUMP for metropolitan area) for the area covered by the analysis, as a tool that uses a wide range of social participation in activities defining the transport policy for the Hel Peninsula

WEAKNESSES

- Fragmentation of responsibilities among the bodies responsible for the planning and implementation of the policies: responsibilities scatter across the departments of the various administrative levels (local, regional and national)
- Lack of a single planning authority that implies a lack of mandatory influence and binding decisions. Reaching an agreement requires time, as it might entail competition among different municipalities
- Great difficulty in reaching agreements among municipalities, residents and associations of the peninsula
- Inefficient use of the road space and intermodal capabilities
- A non-homogeneous metropolis with huge differences between rural and urban areas

OPPORTUNITIES

- Institutionalising the role of metropolitan regions is potentially the most effective way of achieving integrated planning, funding, implementation and monitoring. This must be carried out in close cooperation with the local administrations
- An integrative approach (in mobility, placemaking, urban planning and environment) is a great tool to deliver change and assure a long-term sustainable mobility strategy at a metropolitan level bridging the gap between rural and urban areas
- A shared vision for the integrated and sustainable development of the metropolitan functional area beyond mobility is a central and strategic driver
- To carefully plan participatory activities, to involve everyone from the beginning and to create a shared vision for both metropolitan and local regions

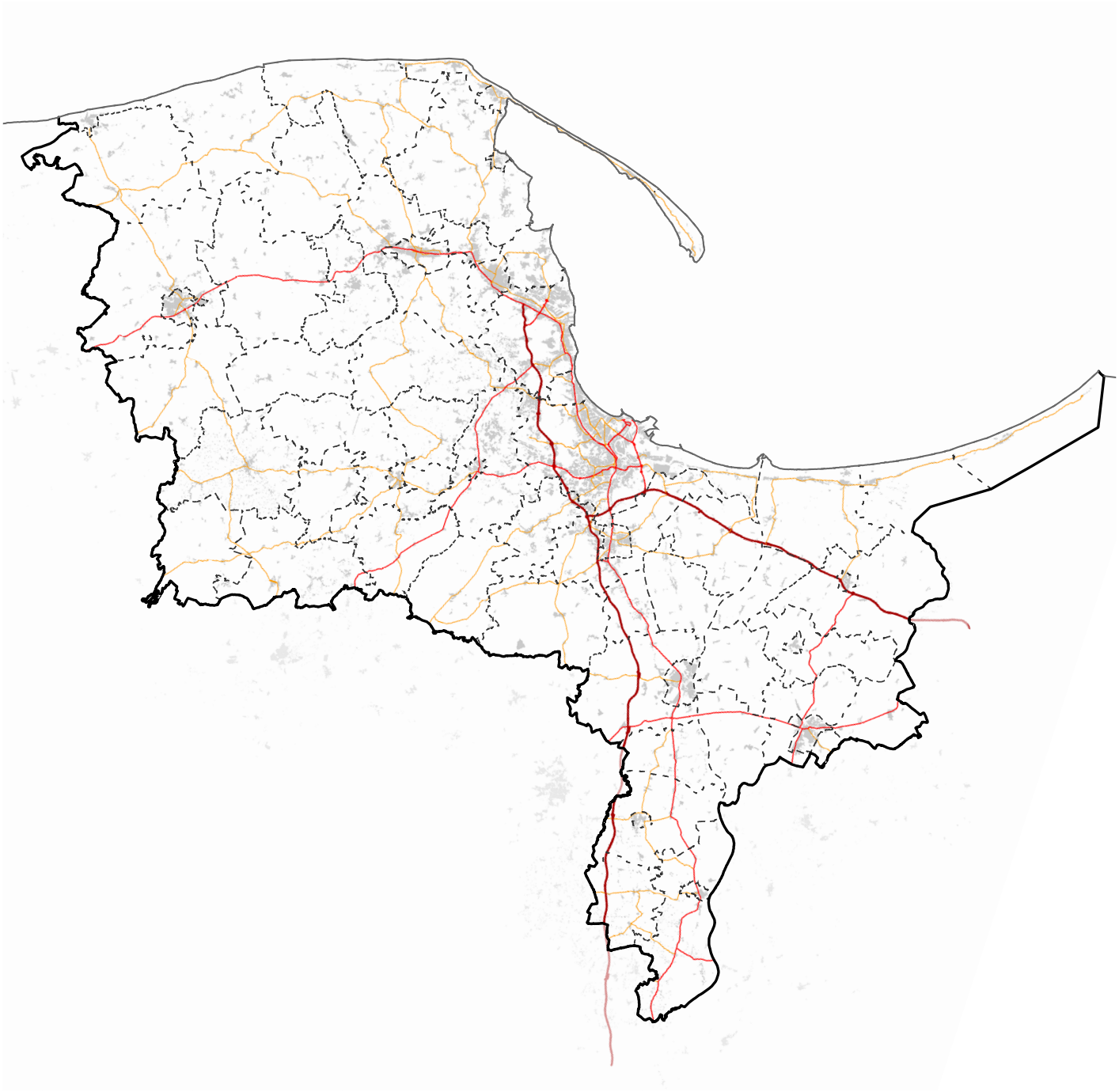
THREATS

- Lack of a proper budget to analyse the mobility situation and to have a solid evidence base that goes beyond the SUMP
- Not having a realistic and detailed budget calculation for each proposed measure or policy and infrastructure and their correlation with the national, regional and local funding schemes to be able to prioritise and effectively implement the planned actions
- Not having specific cooperation schemes to implement change and integrate them into the broader strategy
- City centres are physically disconnected due to main infrastructures

Mobility infrastructure

OMG-G-S MODAL SHARE

Walking & cycling		Public Transport		Private motor vehicle	
28%		28%		44%	
min	max	min	max	min	max
3%	62%	3%	31%	35%	66%



OMG-G-S

Situation | Challenges | Objectives

The Gdansk-Gdynia-Sopot Metropolitan area mobility scheme includes various infrastructure from different owners within the territory. Responsibilities for transport and mobility in metropolitan regions are shared and distributed among national, regional, local and sub-local/district governments and between different departments at each level. Multi-level governance and partnership approaches are crucial in metropolitan regions, where local and regional mobility needs must be reconciled with adequate long-distance mobility requirements.

The General Directorate of Roads manages National Roads. It is supervised by the Minister of Transport. The Voivodeship (province) Board manages Voivodeship's roads; district roads are sometimes monitored by the Voivodeship and regulated by the district. Local roads are supervised by the Voivodeship and managed by the city council.

Metropolitan authority has no responsibility in traffic and transport management because OMG-G-S has no power according to Polish law.

CHALLENGES

Fragmentation of responsibilities among the bodies responsible for policy planning and implementation: responsibilities are distributed throughout the departments of the various administrative levels (local, regional and national).

The lack of a single planning authority implies a lack of mandatory influence and binding decisions. Reaching an agreement requires time, as this might entail competition among various municipalities.

A non-homogeneous metropolis with huge differences between rural and urban areas.

OBJECTIVES

OMG-G-S is currently involved in **Sustainable Urban Mobility Planning (SUMP).**

This Plan is a strategic and integrated approach for dealing with the complexity of urban transport. Its core goal is to improve accessibility and quality of life by achieving a shift towards sustainable mobility. SUMP advocates for fact-based decision making guided by a long-term vision for sustainable mobility. Key components are a thorough assessment of the current situation and future trends, a widely supported shared vision with strategic objectives, and an integrated set of regulatory, promotional, financial, technical and infrastructure measures to deliver the objectives. Their implementation should be accompanied by reliable 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 (transport, land use, environment, economic development, social policy, health, safety, energy, etc.), and broad cooperation across various layers of government and with private actors.

Given the RiConnect's network consideration for rethinking mobility infrastructure with an integrated approach, participating in it can foster policy coordination as well as a myriad of other developments. These include joint planning of mobility, urban planning, placemaking and environmental issues and can help create positive synergies and deliver better metropolises.

Policies and Good Practices

The Metropolitan Area has a **Strategy 2030** plan on transport, **Plan for Low Emission Economy**, and **Spatial Development Plan 2030**. Starting in 2011, several fundamental metropolitan cooperation bodies have been established. While no department exists for urban or mobility planning, these include the **Gdansk Bay Metropolitan Council and the Gdansk Bay Metropolitan Communication Association (MZKZG).**

Several Strategic documents were also developed, including **the Gdansk-Gdynia-Sopot Metropolitan Area strategy until 2030**, the **Integrated Territorial Investment Strategy of the Gdansk-Gdynia-Sopot Metropolitan Area until 2020** document, the **Gdansk-Gdynia-Sopot Metropolitan Area until 2030** transport and mobility strategy document, the **low-carbon economy plan for the Gdansk Metropolitan Area, Gdansk 2015** document, and a **spatial development plan for the Gdansk-Gdynia-Sopot 2030 Metropolitan Area.**

The Metropolitan Area Transport and Mobility Strategy document covers transport and mobility issues within the metropolitan area. SUMP will be based on this document but will be enhanced with an action plan containing so-called soft activities, and the social participation process will be in line with the latest EC guidelines.

Links to EU Operational Programmes

The OP Infrastructure and Environment programme envisages a set of concrete measures to support Poland's increasing shift towards a more competitive and low-carbon economy that makes efficient use of natural resources, favours low power consumption and promotes a significant reduction in CO_2 emissions. Significant investments in more sustainable transport and energy networks, environmental protection, climate adaptation and mitigation techniques as well as health and culture will nurture a more pro-business environment.

The programme provides support for several thematic objectives, including transport infrastructure (63.88% on thematic objective 7, including 18% for rail) and a low-carbon economy (15%).

The programme defines a number of ambitious goals to be achieved by the end of the programming period. Specifically, these goals include 100% of Natura 2000 sites covered by management plans; there will be a decrease of travel time by road and rail between the main Polish cities to 3.7 hours; there will be 522 kilometres of reconstructed or upgraded railway and 167 new or modernised railway rolling stock items.

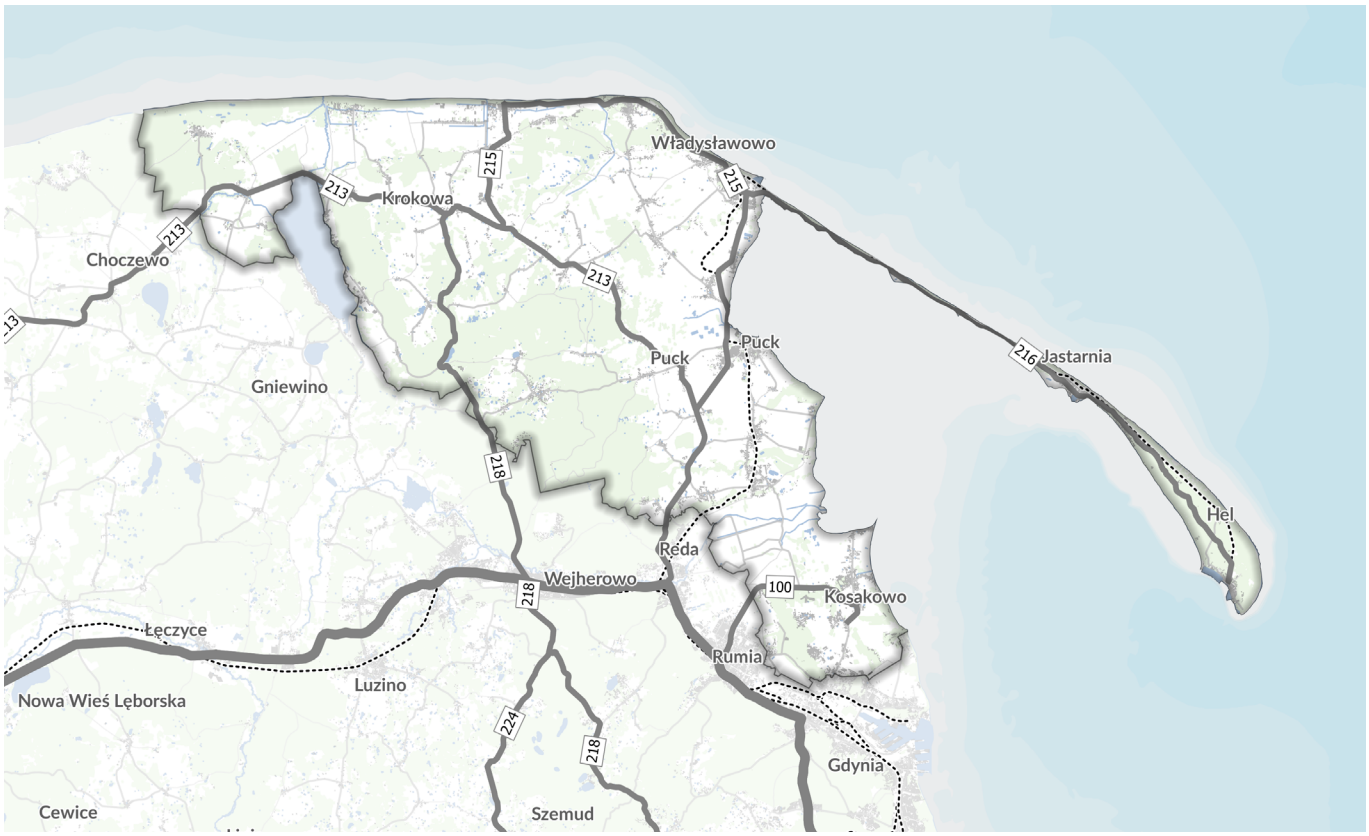
Also, a regional OP from the Pomerania region is expected to be held in order to increase the region's competitiveness, simultaneously ensuring the improvement of local quality of life through sustainable development principles.

Among others, the OP expects to upgrade 110 km of railway lines and 150 km of roads.

Integrated Action Plan

IAP SITE HEL PENINSULA

IAP modal share	IAP infrastructure	IAP density	IAP permeable soil
62%- 3%- 35%	5%	192 hab/km^2	45%



Integrated Action Plan

The Integrated Action Plan will focus on Hel Peninsula, an area identified by the metropolitan Sustainable Urban Mobility Planning (SUMP). Both the IAP and SUMP plans will be drafted in parallel. Some findings at the metropolitan level will therefore be tested at this specific site and vice-versa. This process will also benefit from transnational meetings and networking work.

Hel Peninsula is a 35 kilometre long sandbar peninsula in northern Poland separating the Bay of Puck from the open Baltic Sea. It is located in Puck County in the Pomeranian Voivodeship. Since the beginning of the 21st century, tourists have used the Hel Spit intensively. All cities located on the peninsula considered the most important tourist resorts in Poland. The high tourist traffic in summertime gives way to severe transport problems given the use of cars as the primary means of transport.

The IAP will focus on how rethinking mobility infrastructure can improve Hel Peninsula's mobility problems and delicate urban problems and environmental issues. The IAP must therefore set up a vision for the Hel Peninsula with a thirty year time horizon and propose a feasible step by step approach for achieving this vision. The Plan will act as a supplement to the "Transport service concept of the Hel Peninsula" document, which is currently being drafted.

URBACT Local Group

Karolina Orcholska will be the ULG coordinator. She is part of Roads and Greeneries Management, and is an OMG-G-S project manager and collaborator. She is responsible for SUMP in Gdansk.

The ULG will be formed by:

Dr Marcin Wołek - expert in the field of transport and sustainable urban mobility plans, **Alicja Pawłowska** - SUMP expert, **City Hall of Gdynia, Tomasz Mackun** - expert in the field of transport and road safety, **representatives from Hel Peninsula's municipalities, Metropolitan Transport Union of the Gulf of Gdańsk, Pomeranian Regional Planning Office, the University of Gdansk, the Gdańsk University of Technology, identification of stakeholders** and the manner of their involvement, **Metropolitan Area**, peninsula inhabitants, tourist organisations and non-governmental organisations. The ULG will be flexible in the sense that it may ultimately include additional stakeholders if deemed necessary during the IAP drafting process.

The process will be in line with European Commission guidelines regarding the development of SUMPs and will be based on experience in implementing this type of project.

The biggest problem will be reaching an agreement between the peninsula's municipalities, residents and associations. This is the reason why one of the first steps taken as part of the work on IAP will be to organise workshop meetings.

POTENTIAL CONTRIBUTIONS

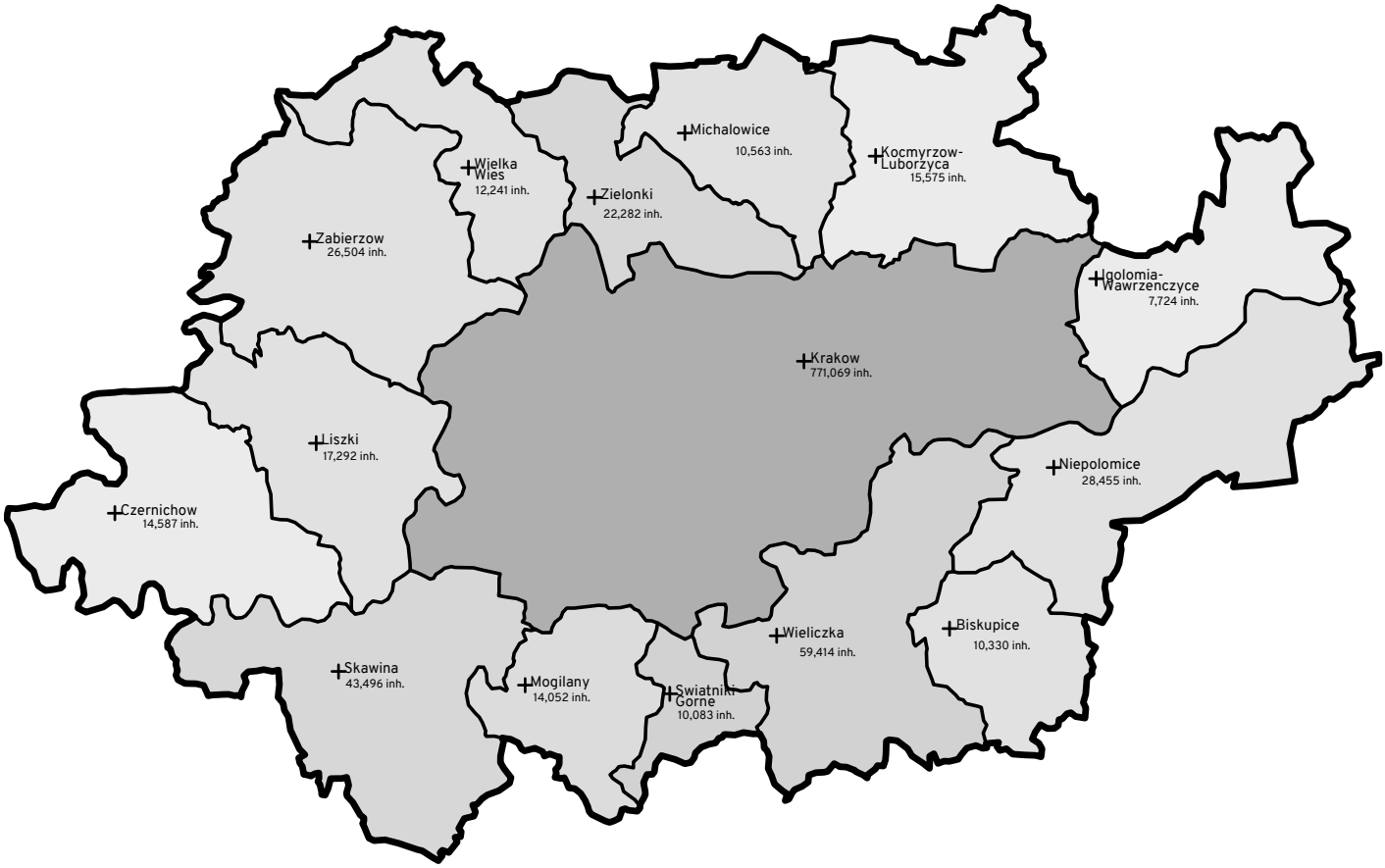
	REORGANISING HOW WE MOVE	INTEGRATING INFRASTRUCTURE	PLANNING THE METROPOLIS	ADDING ECOSYSTEM FUNCTIONS	GENERAL SKILLS
IN TERMS OF EXPERIENCE	• **SUMP, Sustainable Urban Mobility Plan.** Sustainable Urban Mobility Plans developed and introduced by the city of Gdynia and the city of Gdańsk. The methodology and whole process that has helped to achieved success.			• **Low-carbon economy plan for the OMG-G-S, 2015**	• Engagement • Full cooperation • Time • Ideas • Public participation methods
AS GOOD PRACTICES	• **Cycling policy.** We promote cycling and walking, creating a friendly infrastructure. We integrate communication, campaigns and spatial policy to create a "city of short distances"	• **Gdańsk local spaces.** Guidelines and a shared vision, development of public spaces in areas covered by the Municipal Revitalization Program, developed with the participation of residents			

NEEDS

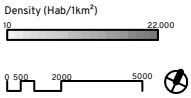
- To tackle an urban problem or address an urban policy challenge and develop solutions through the production of an integrated action plan
- To involve inhabitants and relevant key stakeholders in the design and delivery of local urban policies
- Designing and testing small scale solutions at a local level
- Learning from peers across Europe; Enhancing capacities for policy-making

2.4

Stowarzyszenie Metropolia Krakowska



KMA



About the partner

15 municipalities	1,276 km^2	1.06 M inhabitants				
		0-14	15-24	25-54	55-64	> 65 Age
		15%	9%	45%	12%	30%

The **Krakow Metropolitan Area** occupies a 1276 km^2 area in southern Poland and comprises a total of 15 municipalities. The SMK's total population is 1.06 million people, the distribution of which is irregular, with 72% of the population concentrating within Krakow, while other towns are home to an average of 20,000 inhabitants (varying from 7.000 in Igolomia-Wawrzenczyce to 60.000 in Wieliczka). The SMK's total population is expected to increase slightly up to 1.1 million people by 2030. Its 2.5% average unemployment rate is distributed evenly throughout the area.

Established in 2014, the Krakow Metropolis Association (KMA) was established as an official non-profit institutionalized cooperation platform for municipalities associated with the Krakow Metropolitan Area. It has fulfilled the role of Integrated Territorial Investment Association (ITI) and Intermediate Body for the Regional Operational Program for the Malopolska Region in 2014-2020. Despite not being part of the governance level, the KMA fosters cooperation, establishment of standard development principles and problem-solving processes among its members as a means of achieving the Krakow Metropolitan Area's sustainable development.

The KMA administration is organised around **three main bodies**: the **General Assembly of Members**, formed by the 15 municipality leaders, the **Association Board** and the **Revision Committee**, whose term is **five years**, and is in line with local, municipal, county and provincial elections.

SWOT

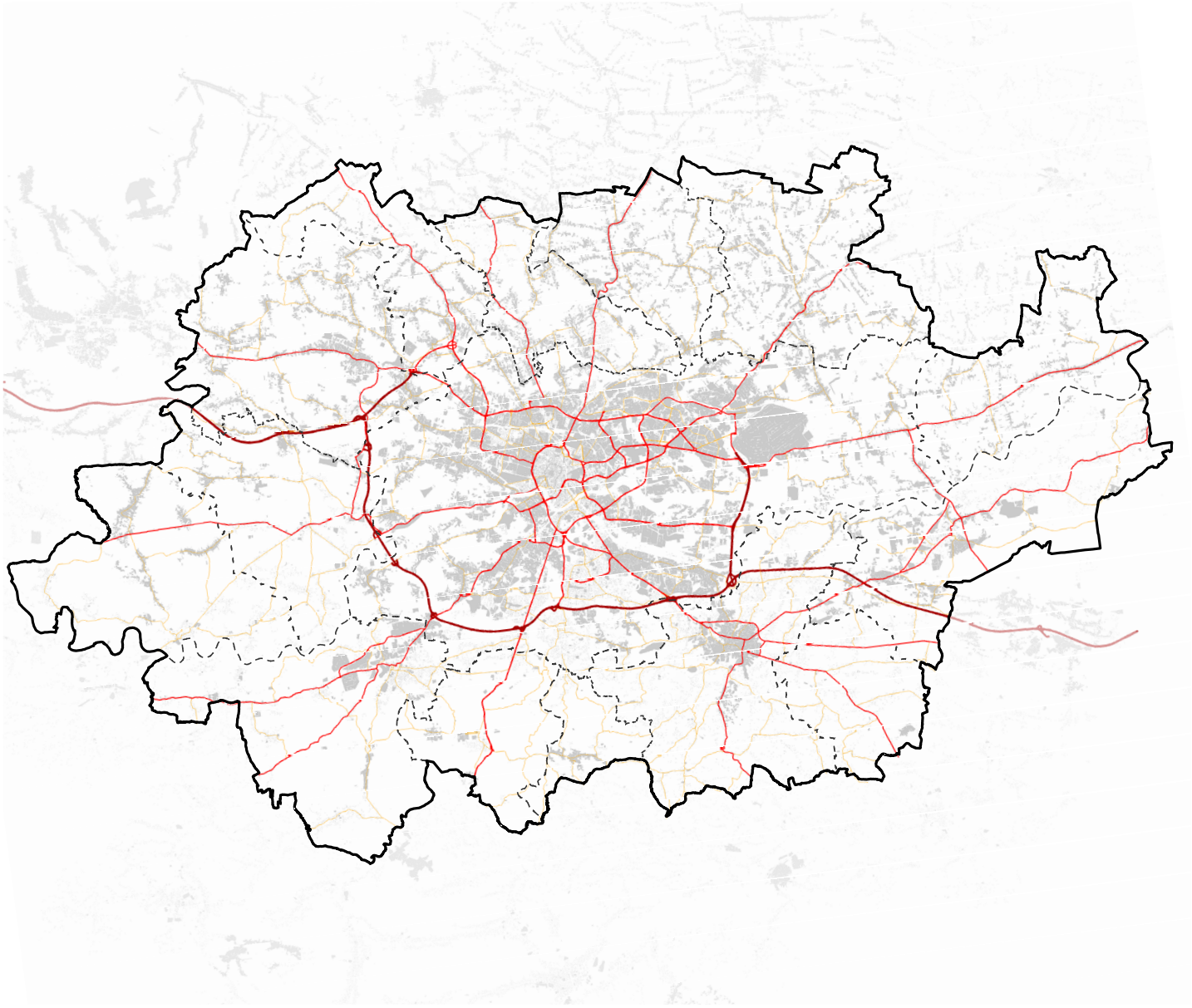
	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
ENTITY	• Implementation of standards for P&R car parks and cycle paths • Transport systems integration document approved by all KMA members • Formalised network and partnership (cooperation on a municipal level)	• Lack of sufficient database allowing to support the public transport planning process • Lack of knowledge in public transport management • Only advising role of KMA in public transport planning process	• Growth of potential and knowledge for transport management and planning • Experience from the development of international projects (Interreg, URBACT) • Increase of knowledge of KMA members responsible for transport in municipalities	• Problems in cooperating with KMA members in planning and managing the public transport caused by municipalities' different interests • Problems in financing KMA activities for sustainable mobility
METROPOLIS	• Mobility investments co-financed within the ITI Strategy • Development of the Fast Agglomeration Railway • CFA (Krakow Functional Area) area on important transport trails (TEN-T)	• No single entity responsible for transport management in the CFA • Lack of integrated mobility nodes to enable quick interchanges • No completed ring road around the city of Krakow • Lack of public transport connections and bike infrastructure between municipalities around the city of Krakow	• Cohesion policy of the EU supporting functional areas • Modernisation of main railway and road infrastructure by 2023 with new interchange possibilities (Fast Agglomeration Railway, park & ride system) • New metropolitan centralities could unlock opportunities for urban regeneration	• Lack of funding required to invest in and implement the public transport area • Social opposition against changes in transport system in Krakow Functional Area • Air pollution caused by the growing tendency of using private cars • Low level of social awareness in pro-ecological mobility

Mobility infrastructure

KMA MODEL SHARE

Walking & cycling		Public Transport		Private motor vehicle	
30%		30%		40%	
min	max	min	max	min	max
no data	no data	no data	no data	no data	no data

(Only CITY OF Krakow. No data available of KMA)



KMA

Situation | Challenges | Objectives

The Metropolis's mobility infrastructure network management is decentralised in terms of all administrators and owners of various infrastructure in the territory. Each city is responsible for managing their local roads and public transport in Krakow. County roads are managed by the County. Voivodeship roads, fast agglomeration railway and regional bus lines are managed by Voivodeship (regional government). National roads, motorways and railways are managed at the National level. The Public Transport Authority in Krakow is responsible for planning and organising the city and metropolitan public transport (city and agglomeration buses).

The Krakow Metropolis Association's role is to support planning by carrying out analyses using data collection and advising on transport activities to municipalities. It acts as an intermediary organisation for the Integrated Territorial Investments as a supporting office.

Transport networks are congested. 2016 data showed that car travel time at 9-11 AM from neighbouring municipalities to Krakow's borders undergoes 17-40 min delays. This congestion also exacerbates air pollution. Such heightened usage is due to a lack of accessibility to train infrastructure and insufficient park and ride infrastructure. Car oriented transport systems are changing due to large scale investments, including development of a Fast Agglomeration Railway, Park & Ride System, car access restrictions in the City of Krakow and paid parking zones.

CHALLENGES

KMA has a low level of transport integration relative to global standards. The low density physical urban configuration of surrounding municipalities does not support accessibility to public transport.

According to 2017 data, there is also a lack of bicycle lanes, especially in neighbouring municipalities. Only five percent of all bicycle lanes in the SMK are located outside Krakow. The vast majority of bicycle lanes in the SMK, roughly 220.5 km, are located within Krakow. A Bike Sharing System called Wavelo is offered in the city center; however, it will stop functioning in March 2020 and a new system operator is needed.

Bus infrastructure is also a challenge. Increasing bus stop safety and comfort, specifically the shelter they provide, is needed in order to make this transport mode more attractive. Increasing bus speed through specific infrastructure or bus lanes is a challenge as well.

No sustainable mobility plans linked to urban planning strategies exist. Only Biskupice, Niepolomice, Skawina and Wieliczka made an agreement about their course of action via a strategic document within the CFA. Krakow is implementing its own transport policy following the 2016-2025 City of Krakow Transport Policy.

OBJECTIVES

One of the main objectives is to increase public transport nodes' area of influence and expand the public transport network to unserved areas. Doing so requires integrating various forms of transport with public transport, reshuffling timetables, implementing a common rate for the metropolitan area via the Malopolska Agglomeration Card, implementing the MaaS idea (mobility as a service) and promoting uniting people, services, facilities, workplaces and public transport nodes.

Another objective is to rethink train stations as the main entrance point to neighbourhoods and not their back door. On one hand, the goal is to take advantage of their high level of accessibility in boosting their intermodality: train, bus, bike and car. On the other hand, the goal is to rethink the surrounding area of stations in order to provide a better and more integrated public space and to offer essential uses and services (TOD philosophy).

Policies and Good practices

The Krakow Metropolis Association is working on the 2030 Krakow Metropolis Development Plan. Krakow Development Strategy." This document will serve as a tool for coordinating the implementation of metropolitan development policies. It will be adopted by individual municipal councils in all municipalities within the Krakow Metropolis.

Each municipality has numerous local strategy and development plans. These include development strategies which set out long-term strategic documents establishing the objectives and course of development of the commune adopted. Local physical development plans detail planning requirements of an area including land use, infrastructure and access criteria, density and subdivision.

Kraków is implementing its transport policy in accordance with the Transport Policy for the City of Kraków for the years 2016 - 2025. Biskupice, Niepolomice, Skawina and Wieliczka made an agreement on their courses of action in the form of strategic documents: urban mobility plans.

The Krakow Metropolis is cooperating with seven partners from six European countries in implementing a project: Smart Edge - Sustainable Metropolitan Areas and the Role of The Edge City (within the INTERREG EUROPE Programme). The project addresses the potential for reductions in greenhouse gas emission in developing smaller cities within metropolitan areas.

Standards for Park & Ride car parks co-funded within ITI (mandatory and facultative elements of equipment) and consistent P+R car park marking. Such marking includes recommendations for the shape and layout of P&R and B&R road signs within documented recommendations for Park & Ride car parks (P&R) within the CFA.

The conception of the transport system integration concept within the CFA is important. The document details the current situation in the metropolitan transport system, including carrying out research about road traffic intensity. It focuses mainly on transport nodes: main nodes, local nodes and basic nodes for innovative buses and trams.

The City of Krakow is the first Polish city where environmentally friendly vehicles are used exclusively for providing public transport services. These include city and agglomeration buses with at least Euro 5 engines, thereby extending the tram network.

Links to EU Operational Programmes

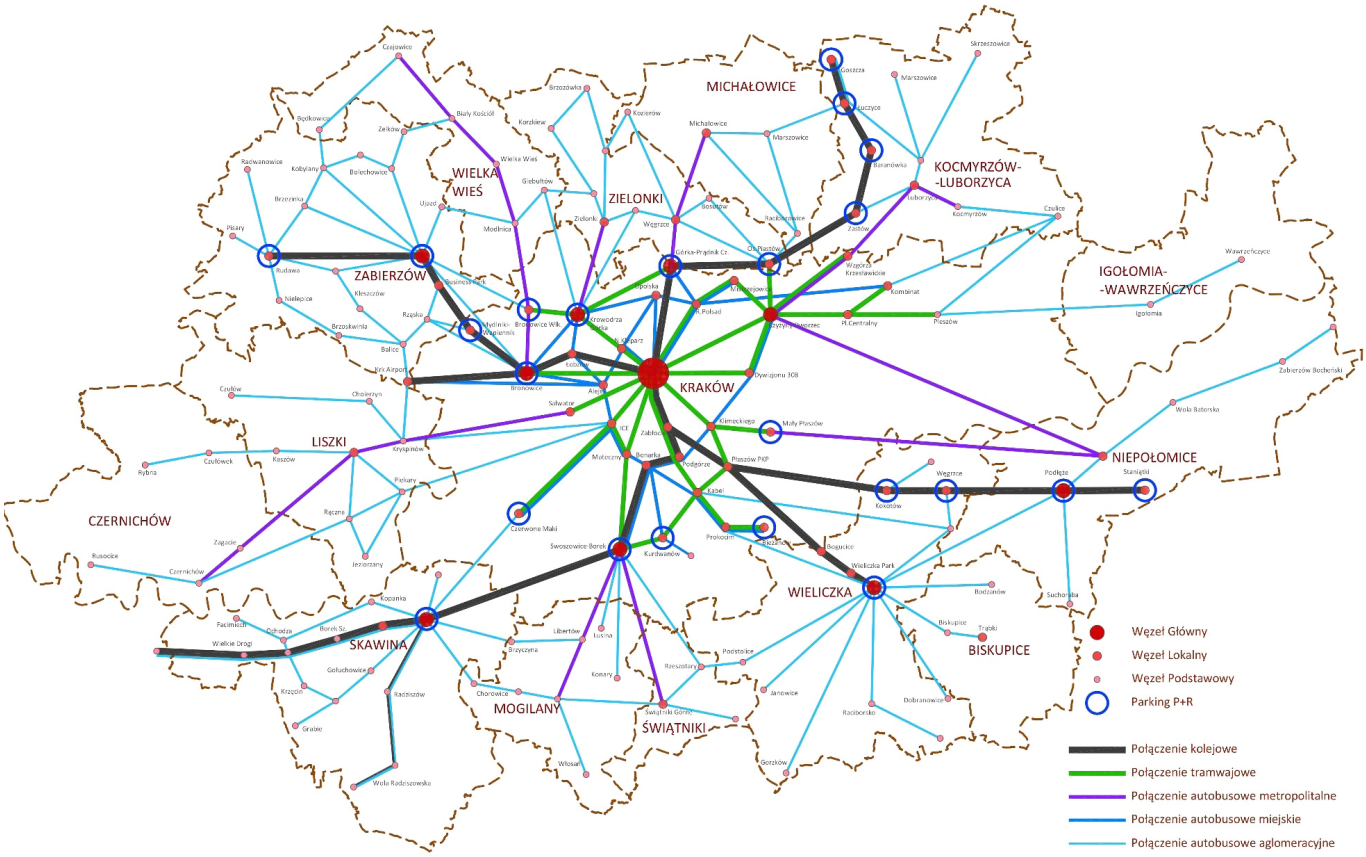
A regional OP is being implemented in parallel to Poland's OP Infrastructure and Environment programme. It is referred to as the 2014-2020 ROP 6 Regional Operational Programme for Małopolskie Voivodeship. The objective of this ERDF/ ESF Operational Programme (OP) multi-fund is to increase the Małopolska Region's competitiveness, simultaneously ensuring the improvement of its inhabitants' living conditions.

The contribution of the EU will focus on the following main priorities: reducing air pollution, improving the region's transport accessibility, and increasing employment and labour mobility.

Among other results, the Programme's implementation expects to construct or upgrade 270 km of roads and revitalise 370 ha within the region.

IAP SITE SKAWINA

IAP modal share	IAP infrastructure	IAP density	IAP permeable soil
15,8%- 31,2%- 51,3%	3,4%	436 hab/km²	84%



Integrated Action Plan

The Integrated Action Plan will focus on creating and developing integrated public transport in the SMK, optimizing public transport operation, redesigning mobility infrastructure and its surroundings to achieve a more sustainable and attractive metropolis.

The KMA's goal is to create interchanges that are more integrated with their surroundings and explore new ideas which can help build better and more sustainable cities. The area that can be focused on after a consultation process with KMA members is increasing the use of the FAR, Park & Ride systems and transport nodes in daily travel as a result of infrastructure investments, optimizing the public transport functioning and increasing level of knowledge in the CFA society about new available mobility options

The IAP area is located in Skawina – an area with unique mobility challenges, common for all KMA members. This relates to RiConnect subthemes, such as reorganising how residents travel and integrating the infrastructure. Taking into consideration specific challenges derived from the Skawina concern, the plan is to rethink and reorganise mobility throughout the entire SMK according to the transport systems integration concept and local considerations and creating standards pertaining to the station's relationship with its surroundings.

Identified challenges related to the IAP and RiConnect subthemes focuses on three levels of activities including building/rebuilding mobility infrastructure in the Krakow Metropolis area (Fast Agglomeration Railway, Park & Ride system, integrating transport nodes with their surroundings, determining the safe way from home to transport nodes, shortening distances by uniting people, services, facilities and workplaces); optimizing public transport by coordinating agglomeration buses with FAR; coordinating the process of determining common concerns for all KMA members, improving upon methods of informing SMK residents about the new mobility system structure within it and available travel options.

URBACT Local Group

Paweł Guzek will be the ULG coordinator: He is the head specialist of the Metropolitan Policies Implementation Team. He has a major in European studies with a specialisation in the European legal system.

Daniel Wrzoszczyk will support the ULG coordinator. He is the Director of KMA Board Office.

The Krakow Metropolitan Area municipalities are the main project stakeholders. All stakeholders will benefit from the interregional learning process and have the opportunity to learn best practices from other partners, as well as contributing to their expertise in relevant topics.

The ULG is built on a pre-existing forum: the Sustainable Mobility Forum. This forum consists of representatives responsible for municipal public transport organisations from Krakow, Biskupice, Igołomia-Wawrzenczyce, Czernichow, Kocmyrzow-Luborzyca, Liszki, Mogilany, Michalowice, Skawina, Niepolomice, Swiatniki Gorne, Wieliczka, Wielka Wies, Zabierzow and Zielonki Municipalities; the Public Transport Authority in Krakow, which is responsible for organising public transport (city and agglomeration buses) within the CFA, the Krakow University of Technology (transport systems Department, scientific support), Department of Strategy and Railway Transport at the Marshall's Office (responsible for managing and developing FAR) and the Municipal Economy Department of the City of Krakow (responsible for transport modelling).

Organisation: periodic ULG meetings (monthly or bimonthly) at the KMA office. Main topics include analysing local challenges and best practices from URBACT partners, working on IAP, the decision making process, providing consulting support with ULG members on problematic topics, and carrying out discussions for achieving a common approach. Establishing a decision making process similar to the Sustainable Mobility Forum's organisation will be sought.

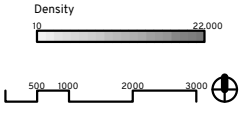
POTENTIAL CONTRIBUTIONS | NEEDS

	REORGANISING HOW WE MOVE	INTEGRATING INFRASTRUCTURE	PLANNING THE METROPOLIS	ADDING ECOSYSTEM FUNCTIONS	GENERAL SKILLS	NEEDS
IN TERMS OF EXPERIENCE	• **The CFA conception of transport systems integration.** Research on traffic intensity is concentrating mainly on transport nodes • **Reorganisation mobility in the CFA.** Improving Public Transport, including a new railway line	• **Collective transport stops Recommendations**, regarding collective transport stops and their surroundings in the Krakow Metropolis • **CFA Recommendations for Park & Ride car parks (P+R)**	• **Krakow metropolis Development Plan 2030.** A document which will be a tool for coordinating the implementation of metropolitan development policies, including mobility challenges as well	• **Smart edge, SMA and the Role of The Edge City.** The project addresses the potential for greenhouse gas emission reductions that lie in the development of smaller cities within metropolitan areas • **To implement innovative buses and trams at least Euro 5**	• Cooperation with stakeholders within Sustainable Mobility Forum • Creating documents on the area of metropolitan transport planning (good practices) • Presenting KMA members investments supporting sustainable mobility in the CFA and reconnecting The City of Krakow with surroundings (infrastructural, organisational and spatial solutions)	• Analytical skills (KMA research and analysis during building database in the field of transport planning) • Skills in methodology building (experiences in creating methodologies for KMA studies and research) • Improving the way of working with all the stakeholders within ULG • Testing specific proposals • Communication skills, experiences in setting up and running sustainable Mobility Forum • Coordinating skills (KMA experiences after workshops, events, meetings) • Learning from other models of metropolitan governance management
AS GOOD PRACTICES	• **Cycle lanes strategy.** ITI strategy projects, over 70 km of cycle lanes	• **Stations and Park & Ride car parks (P+R),** p.e.: Skawina. 36 new P+R with almost 3000 parking places, near FAR train stations in KMA • **Krakow central station.** Krakow main station refurbishment with Cohesion Policy Funds				

2.5

Anaptyxiaki Meizonos Astikis Thessalonikis

MDAT



About the partner

7 municipalities	112 km²	0.8 M inhabitants				
		0-14	15-24	25-54	55-64	> 65 Age
		10%	15%	40%	12%	21%

Bathed by the Thermaikos Gulf, the **Greater Thessaloniki Area** is Riconnect's south-easternmost project partner. Its metropolitan area spans 112 km² and is made up of 7 municipalities. The area's population is stable at 0.8 million people, of which approximately 39% is concentrated in the city of Thessaloniki, while the remaining 61% is split among the remaining municipalities, with each municipality averaging 85,000 inhabitants.

The establishment of the Organization of Planning and Environmental Protection of Thessaloniki in 1985 and the subsequent formation of the Metropolitan Unit of Thessaloniki granted it with metropolitan authority. Through its main decision body, **Metropolitan Committee of Thessaloniki**, several competences and responsibilities are covered, such as **environment and quality of life, spatial planning and urban regeneration projects, civil protection and transportation/ mobility and public transport.**

Particularly concerning the development, coordination and monitoring of public urban transport, the **Thessaloniki Transport Authority S.A.** operates in the Regional Unit of Thessaloniki, supervised by the Ministry of Infrastructure and Transportation.

Major Development Agency Thessaloniki (MDAT) SA is the Development Agency of the Metropolitan Area of Thessaloniki operating as an intermediary consulting body of local authorities/ municipalities at metropolitan level, for the developmental of strategies of the municipalities, for the preparation, maturity and promotion of funding projects with high inter-municipal and metropolitan impact. Its Administrative Board is composed, among others members, of elected mayors or local councillors representing the Municipalities of the City, who are elected in local elections in **four-year terms**.

SWOT

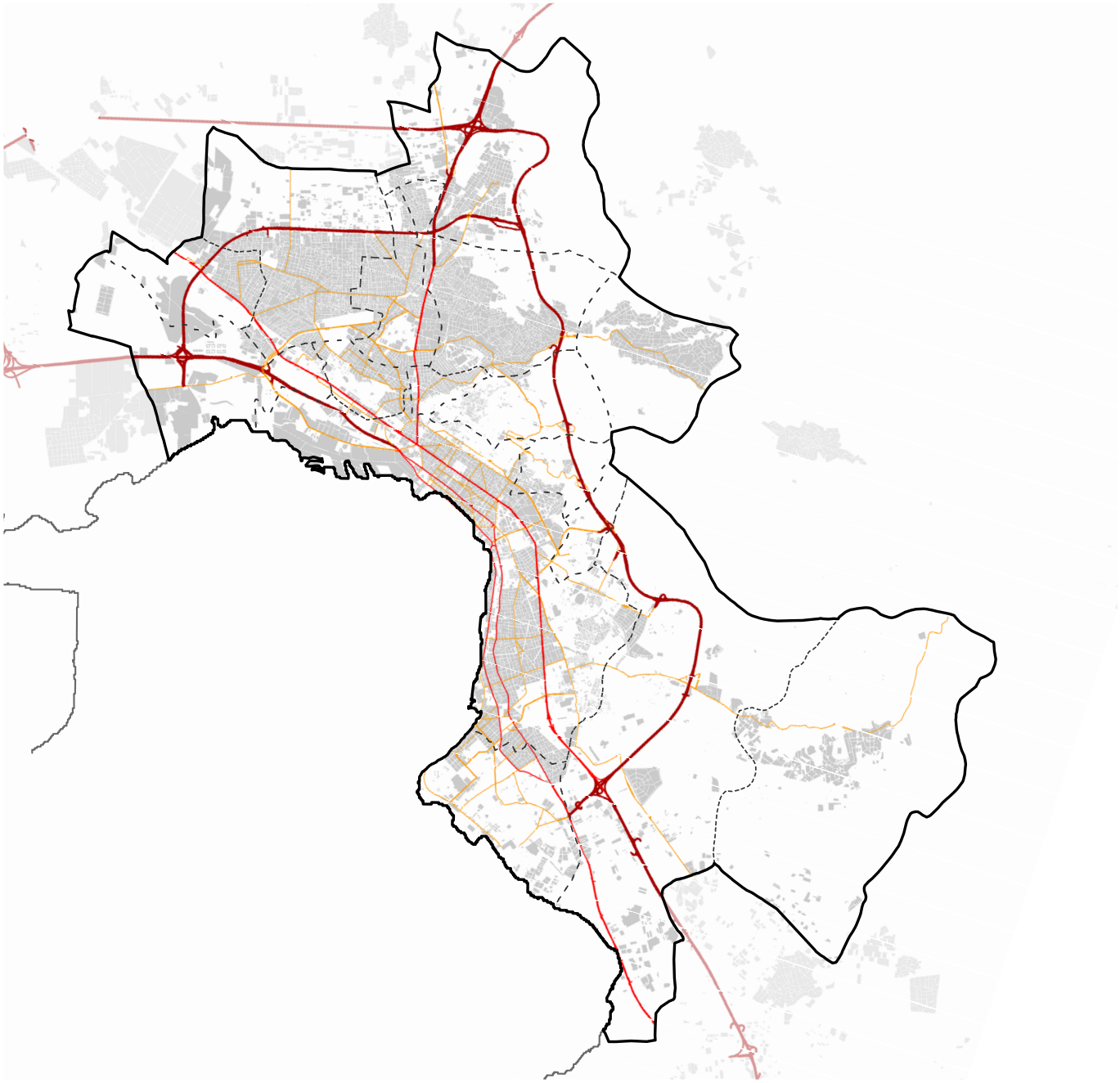
	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
ENTITY	• Development of the Thessaloniki Resilience Strategy 2030 and connection with the Thessaloniki Resilience Observatory • Development of an integrated assessment tool and a participatory planning process methodological guide • Knowhow on regeneration intermunicipal projects, e. g. Pavlos Melas	• Lack of mobility data to be shared with MDAT SA • Lack of coherent, specific strategy for Kodra site by the Municipality of Kalamaria	• Enhancing experience on participatory process • Enhancing cooperation with local authorities, research institutions and social actors • Creating synergies among local stakeholders	• Obstacles due to potential local authorities' reversal of policies
METROPOLIS	• Compact and complex cities • Political will of local authorities at a metropolitan level • Availability of unused urban land	• Lack of unique governance and decision making at a metropolitan level • Lack of continuity in local strategies • Lack of alternative transportation means • Scarce and low quality public transport service • Few green spaces per inhab. • Complicated legal framework on land and land ownership conflicts	• Integration of new mobility modes or transportation means, such as the metro and the urban sea transportation system • Transport oriented development at the wider area of the two sites within the Thessaloniki IAP • Development of new metropolitan level facilities and activities • High involvement in participatory processes	• Changes of political will • Lack of sustainability of participatory processes • Lack of funding • Failure to implement plans

Mobility infrastructure

MDAT MODAL SHARE

Walking & cycling		Public Transport		Private motor vehicle	
11%		34%		44%	
min	max	min	max	min	max
no data	22%	no data	40%	no data	27%

The motorcycle is about 11% in both cases.



MDAT

Situation | Challenges | Objectives

The administrator and owners of the various infrastructure in the territory are responsible for the Metropolis's mobility infrastructure network management.

Two main belts surrounding the metropolitan area in its entirety structure private mobility. One consists of two motorways (2 & 24) and runs through the city's agricultural inner tissue, thus serving the mountain districts and municipalities and limiting a low-density buffer area. The other belt follows the same typology and connects with the inner belt through two main road knots. It runs alongside the coastline and links both the industrial port (Thessaloniki Port) and the airport (SKG) through two main motorways (1 & 16). Two urban but high-speed roads traverse the city and distribute traffic to both belts.

These roads connect in the city centre (Vardaris), thereby connecting the only two twin train stations in the city; one related to the industrial port, and the other serving as a retail and commercial train. Thessaloniki is thus a terminal station, since all train lines connect exclusively with peninsular Greece.

A new metro line is being planned and built to supplement a non-segregated bus system alongside this infrastructure.

CHALLENGES

Urban voids are areas in a city whose functions and designs have not yet been planned or executed. These may be reserve areas, abandoned land, distance spaces, vacant buildings or unused properties. Such areas do not fulfil any concrete function in the urban system.

There are still 15 land plots in Thessaloniki's urban area that were formerly military camps that have been transferred or abandoned. Issues regarding land ownership and the sub-urban character of these plots resulted in protecting these lands, which remain unbuilt and unused to date, although they are extremely valuable to the city.

A lack of unique governance and decision making at the metropolitan level makes infrastructure transformation very difficult. Complicated land ownership legal framework and land ownership conflicts make these processes even more challenging. Enhancing cooperation with local authorities, landowners, research institutions and social actors could pave the way and facilitate the transformation.

OBJECTIVES

Thessaloniki's current key objective is to alter its mobility model. It is essential to rethink key mobility infrastructure in order to achieve more sustainable mobility in the city. Urban voids, such as the former military camps, are a major asset in facilitating this objective.

Considering the role of these urban voids and the transformation of key mobility infrastructure in their surroundings could generate positive synergies for mobility and urban regeneration, delivering better neighbourhoods.

Policies and Good Practices

Previous plans developed in Thessaloniki are the basis for future plan developments about the region. Such plans include the **Strategic Master Plan of Thessaloniki Metropolitan Area** and the **Integrated Territorial Investments (ITI).**

The **Arrival Cities Action Planning Network** is tackling one of Europe's most urgent issues by looking at how cities can manage the challenges of old and new migration set out in this frame of international collaboration.

Particularly related to IAP, MDAT SA can share its experience in participating and implementing the following projects. These projects are best practices related to specific RiConnect's themes and subthemes, including reorganizing mobility infrastructure, integrating existing infrastructure, planning at the metropolitan level and adding ecosystem functions:

The **Interreg MED REMEDIO Project** seeks to shift to low carbon transport systems and include them in mobility plans by testing existing mobility solutions through integrated assessment tools and participatory governance schemes that result in replicable models. It represents the local action plan, which reconsiders public space along Thessaloniki's Eastern Horizontal corridor, passing through the Municipalities of Kalamaria and Thessaloniki.

Pavlos Melas Metropolitan Park: A 50 million Euro regeneration project converting the former Military Camp into a Metropolitan Park (34.5ha) that will host cultural and environmental activities. The master plan's development emphasises green spaces, including cleaning works in the area, lighting, planting trees, creation of walking and cycle paths, promoting commerce, etc. MDAT SA has played a primary role during the first phase of the project in converting the Pavlos Melas Former Military Camp into a Metropolitan park, as well as for ensuring funding from Regional Development Funds for the first implementation phase as well as future steps, including restoration of buildings and determining their use.

Resilience Strategy 2030: MDAT SA, in collaboration with the Municipality of Thessaloniki, has developed the 2030 Resilience Strategy, which reflects Thessaloniki's ambitions as a city, the goal of being locally oriented but also relying on international partnerships and exchanges to address interrelated challenges, goals, targets and actions.

Links to EU Operational Programmes

The **Central Macedonia Operational Programme** seeks to boost economic development and create job opportunities in Central Macedonia. It contributes to achieving the Europe 2020 targets for smart, sustainable and inclusive growth. EU funding will also contribute to meeting the requirements of the Union's acquis, in particular regarding reducing greenhouse gas emissions and increasing energy efficiency.

OP support will contribute substantially to promoting the following key EU and national development priorities: supporting the shift towards a low-carbon economy in all sectors, promoting sustainable transport, removing bottle-necks in key network infrastructures, promoting sustainable and quality employment and supporting labour mobility.

Integrated Action Plan

IAP SITE PAVLOS MELAS + KORDA

IAP modal share	IAP infrastructure	IAP density	IAP permeable soil
11%- 34%- 44%	29%	11,581 hab/km^2	35%
1 %- 34%- 44%	38%	13,842 hab/km^2	34%

Integrated Action Plan

Thessaloniki's IAP's central topic will deal with **Re-coding Urban Voids/recoding functionless areas in the city** concept. Fifteen former military camps are currently unused land within Thessaloniki's metropolitan area. Issues regarding land ownership and the urban nature of these land plots have enormous ramifications.

Within the framework of the **URBACT – RiConnect Network**, Thessaloniki's Action Plan will seek ways to give these urban voids a new purpose. The main objective is to regain these urban lands and reconnect them to surrounding neighbourhoods.

The **Thessaloniki Integrated Action Plan** will focus on two specific sites, which are two former military camps. These are Pavlos Melas Military Camp, which is within the administrative boundary of the Municipality of Pavlos Melas, and Kodra Military Camp, which is within the administrative boundary of the Municipality of Kalamaria.

The main objective of Thessaloniki's IAP is to develop a resilient and highly participatory planning model for urban integration activities of remaining and abandoned lands. This will be done using the cases of these two former military sites located within the urban metropolitan area. IAP objectives specifically include the following: the protection of valuable remaining urban land by prioritizing open green spaces, providing highly participatory design methods and tools for the integration and reconnection process; reconnecting neighbourhoods through these new green spaces; contrasting the importance of metropolitan level planning and interconnected metropolitan facilities, and adopting Transport Oriented Development at the Thessaloniki metropolitan level due to the forthcoming development of new transport systems. Metro and urban sea transportation combined with the political will of Local Authorities for supporting the IAP of the two sites is a main issue to be focused on as well.

URBACT Local Group

Paraskevi Tarani will be the ULG coordinator. She is an architect and urban planner at the Major Development Agency of Thessaloniki. As an experienced Architect and Urban Planner, she is capable of coordinating Thessaloniki's ULG. She has worked with other URBACT local support groups and is familiar with participatory processes and methodologies. The MDAT project team will support the ULG coordinator. MDAT will also further explore the possibility of involving urban planning experts in participatory planning and placemaking, members of the international organisation **Placemaking Europe**.

The ULG will be made up of the **Municipalities of Kalamaria** and **Pavlos Melas**, **Aristotle University of Thessaloniki's Departments of Architecture and Engineering, Transport Authority of Thessaloniki S.A., the Hellenic Institute of Transport (HIT)**, environmental organisations, civic initiatives and social actors working on urban challenges including reclaiming urban spaces, sustainable mobility and walkability, green spaces, neighbourhood community building, and related issues.

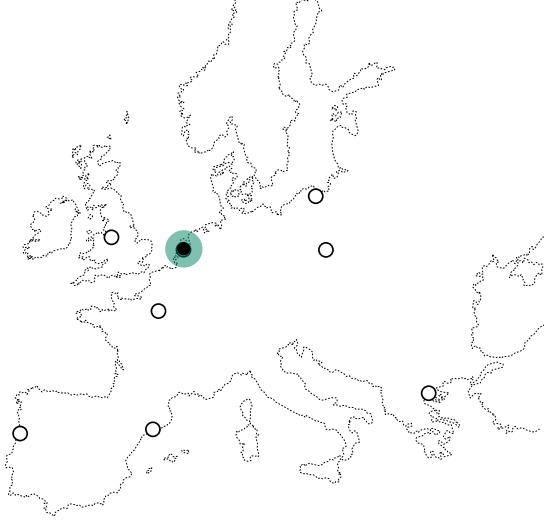
The ULG will consist of three sub-groups, specifically the **Pavlos Melas discussion group**, the **Kodra discussion group**, and will involve neighbourhood and local stakeholders for each site (non-permanent members) and the **Working and Decision Making Group** involving all social actors and stakeholders that have relevance or interest in both sites.

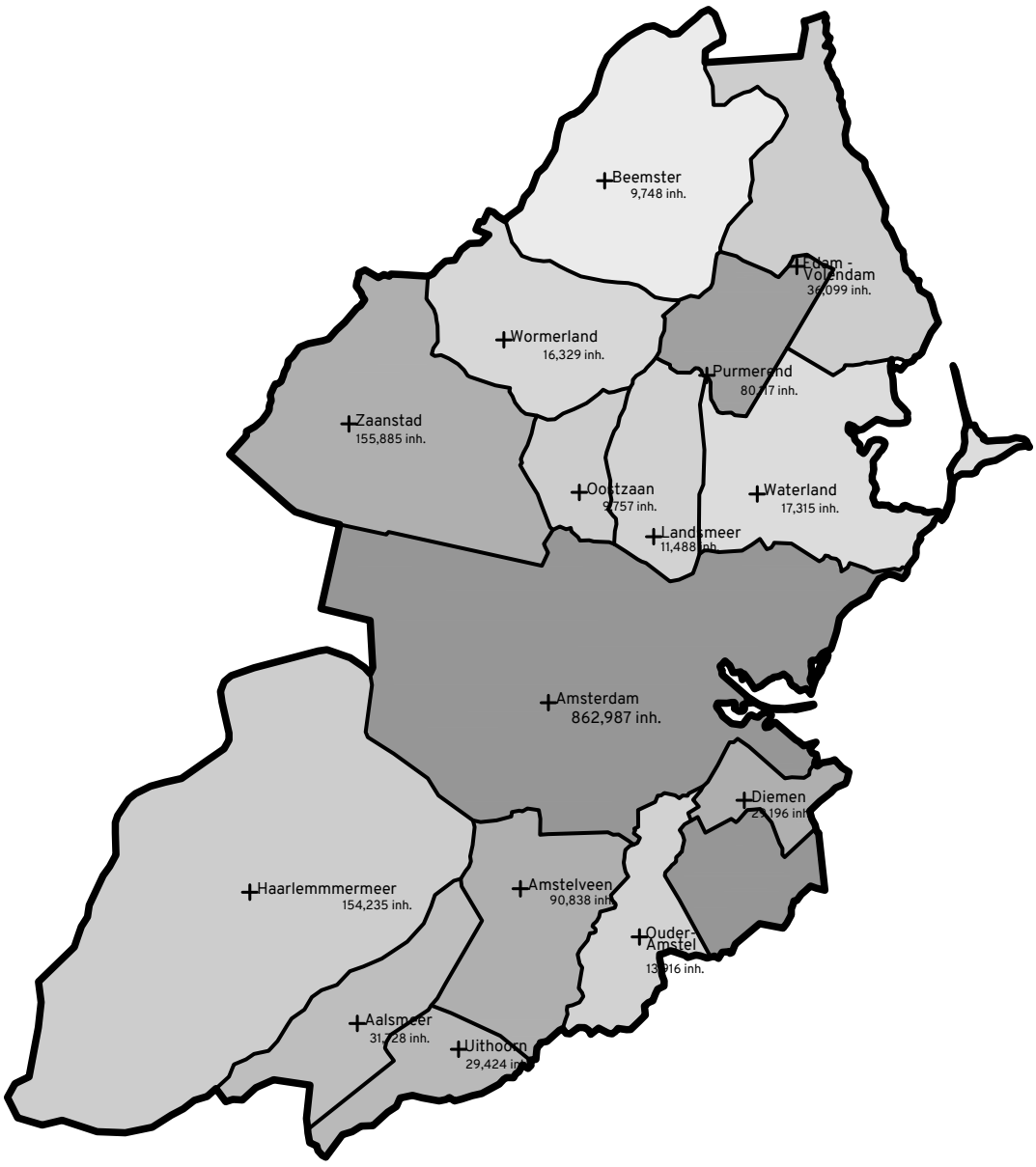
Thessaloniki's main goal is developing a community-based participation process for IAP, specifically capitalizing on local communities' assets and conferring them potential and collective intelligence. Sustainable mobility (**how to move**), rethinking metropolitan planning (**how to plan**), giving liveability and consciousness to neighbourhoods (**how to make liveable places**), and integrating ecosystem functions (**how to grow green spaces**) are the key issues inspiring ULG work and constitute also four thematic sub-groups. The **"how to make liveable places"** working group will include two separate committees per IAP site.

	POTENTIAL CONTRIBUTIONS					NEEDS
	REORGANISING HOW WE MOVE	INTEGRATING INFRASTRUCTURE	PLANNING THE METROPOLIS	ADDING ECOSYSTEM FUNCTIONS	GENERAL SKILLS	
IN TERMS OF EXPERIENCE	• **Interreg MED REMEDIO Project.** Shift in low carbon transport systems and include them in mobility plans by testing existing mobility solutions, through integrated assessment tool and participatory governance schemes that result in replicable model		• **Resilient strategy 2030.** Thessaloniki within its participation in the "100 resilient cities" network, took the opportunity to develop a holistic strategy for the future, in view to face several challenges, including mobility		• Experience at inter-municipal regeneration projects • Participatory Process Redesign Model and Methodological Guide for accelerating integrated mobility and urban planning solutions • Definition and monitoring of Urban Resilience indicators	• Raising their awareness and involvement in the participatory process • Mobility and urban planning solutions • Finding innovative solutions to local mobility problems
AS GOOD PRACTICES		• **Thessaloniki Coastal Front Strategic Plan.** A pedestrian walkway with 870 new trees and bicycle lanes. The waterfront renewal created a relationship between the city and sea, intensifying the local character, while at the same time highlighting the ecological character of the area		• **Metropolitan Park Pavlos Melas.** Regeneration project converting the former Military Camp to a Metropolitan Park (34,5ha) that will host cultural and environmental activities. Development of a master plan with emphasis to the green spaces		

2.6

Vervoerregio Amsterdam





VA

About the partner

15 municipalities	1,003 km²	1.5 M inhabitants				
		0-14	15-24	25-54	55-64	> 65 Age
		15%	12%	45%	12%	15%

The Amsterdam metropolitan area sprawls 1,003 km² around the city of Amsterdam and consists of 15 municipalities. Its current population, primarily concentrated in Amsterdam (55%), Harlemmermeer and Zaanstad (20% combined between the two) stands at 1.54 million people. This figure is expected to increase to 1.8 million by 2040. The average unemployment rate is around 4.3% and is higher in less populated metropolitan municipalities.

The Vervoerregio Amsterdam was founded as a regional authority for infrastructure and transport planning in 2017. Its founding took place due to the abolition of city regions by the national government and following a tradition of municipal cooperation that began in the 1960s. Since then, it has linked metropolitan municipalities and transport and mobility stakeholders in the area in order to improve connections and accessibility in the region. Its main responsibilities, which were shaped primarily by local, regional and national jurisdictions, are to develop traffic and transport policies, deliver tram, metro and bus services, build and maintain local and regional rail infrastructures, coordinate and plan studies for regional infrastructure projects and provide funding for mobility-related projects.

The Vervoerregio Transport Authority's democratic legitimization stems from its Regional Council, where all municipalities are represented according to demographic weight. The three-member VA executive board is made up of transport deputies from the three largest municipalities (Amsterdam, Haarlemmermeer and Zaanstad), who are elected to four-year terms.

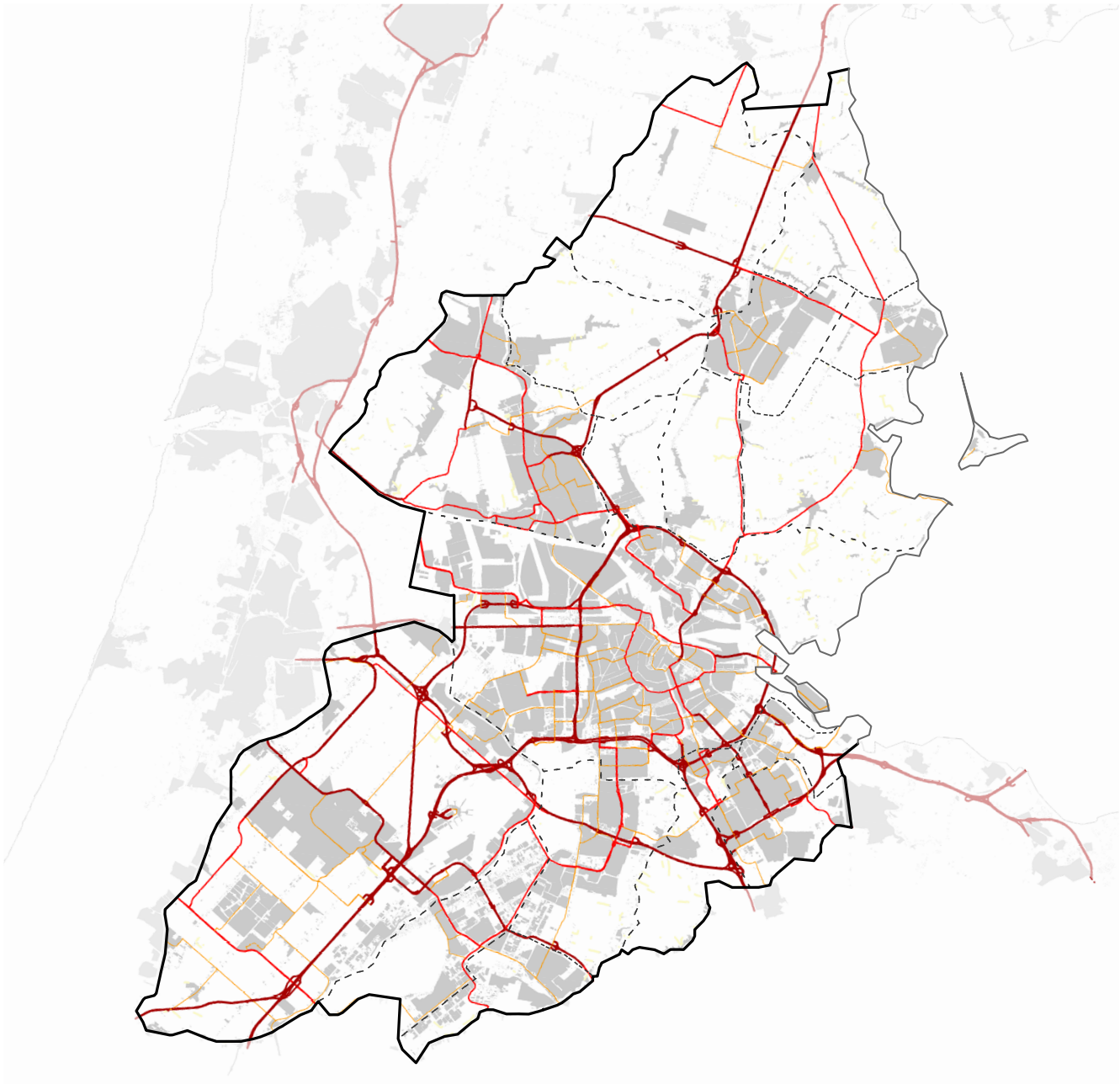
SWOT

	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
ENTITY	• Technical knowledge and expertise concerning transport and mobility infra, services and policy • A lot of knowledge about cycling policy and infrastructure • Al lot of knowledge about public transport policy, tendering procedures and development	• Limited experience in European Cooperation and Transfer of externally sourced knowledge and examples • Limited skills with public participation • Limited skills with urban development	• Increasing awareness of the usefulness of European Cooperation as a trigger for innovation • Increasing awareness for the need for participatory approaches • Increasing experience with connecting urban development and infrastructure	• The unfit organisational structure for public participation, lack of public awareness of VA's existence • Discussions over jurisdiction: Who is responsible for public participation?
METROPOLIS	• Good public transport connections to the airport, suburbs, city-centre, national and international train stations • Good connection to highway • A lot of activities and jobs within 20 minutes cycling • A lot of urban (re) development in the area	• Infrastructure and urban development projects poorly connected • Low social safety level • Poor public space	• Improving processes • Beter connection between infrastructure and urban development projects • Improving social safety level • Improving public space	• Slowing down individual projects while looking for integration • Discussion about stakeholders interfere in processes other stakeholders

Mobility infrastructure

VA MODAL SHARE

Walking & cycling		Public Transport		Private motor vehicle	
49%		13%		34%	
min	max	min	max	min	max
25%	63%	18%	42%	13%	50%



VA

Situation | Challenges | Objectives

The role of the Vervoerregio Amsterdam Transport Authority is to co-fund mobility infrastructure in the region and harmonise municipality plans for regional consistency. The Authority also develops infrastructure projects but these remain within the respective district's jurisdiction.

Cooperation programs exist between the Transport authority, its municipalities and the national government in order to jointly develop future mobility infrastructure ("Samen bouwen aan bereikbaarheid" Programme / Building accessibility together).

The Vervoerregio Amsterdam Transport Authority creates a common policy for the municipality that should be applied throughout the region. These policies also consider traffic flow and redistribution of traffic volumes.

During the 2013-2018 period, the Transport Authority noted a slight decrease in car use, an increase in the use of public transport from four to five percent, a 2% increase in bicycle use and significant pedestrian increases in the city centre.

CHALLENGES

Amsterdam has significant challenges surrounding choices around means of transport and a modal shift connected directly to the (re)allocation of space for transport purposes. Learning about what types of measures yield benefits is highly needed.

A major challenge in this field of work is to integrate transport infrastructure with public space and urban development. This is a particular challenge in dense areas with many stakeholders.

Some train stations are currently perceived as neighbourhood borders. Determining how to reorient the urban space towards the station and transform its functioning into the heart of the area is a monumental challenge.

OBJECTIVES

The Transport Authority's goals are to improve the quality and safety of door-to-door travel and help integrate mobility into the urban environment. Directly improving urban design around a station or transport node is a logical aspect in promoting this goal. Another objective is to increase proximity of daily services.

Build a first internal understanding for European Project cooperation and make ready internal processes needed to support future European engagement.

VA is now continuing in this line of encouraging cycling as a solution, making urban public transport more attractive and sustainable and improving intermodality. This means developing better bike parking areas and improving public areas around mobility nodes and doing so with fewer resources: making smarter use of existing infrastructure and obtaining maximum results for the cost.

Policies and Good Practices

Several policies have been developed on the issue:

Policy Framework Mobility Vervoerregio Amsterdam: Strives to connect places in a sustainable, multi-modal, efficient, safe, and user-friendly way in balance with spatial surroundings.

Airportsprinter: connecting Schiphol Airport –Amsterdam Westside and Amsterdam Central Station with a regional light train using existing railway infrastructure.

Autolux Amsterdam: the municipality of Amsterdam's new policy agenda for reducing levels of car transport into, out of, and through the city, strengthening the modal part of public transport and other usages.

Koers 2025: Amsterdam's public policy for concentrating on urban development along with the existing transport network. This policy includes economic development, housing and public services. It predates the Transport Oriented Development strategy but lays its original groundwork.

Bicycle streets: Bicycle streets are designed for bikes. Cars are guests, must maintain low speed, and stay behind cyclists if there is no space for overtaking. Trams have their own lane in the centre in order to maintain attractive public transport speeds and travel times.

Underground bicycle parking at Station Zuid: High capacity for high demand. Trains and bicycles are combined in a high percentage of public transport travel in the Netherlands. Train station catchment areas have therefore become much larger.

Shared Space: Bikes, mopeds and pedestrians are found in equal numbers at the Amsterdam Central Station riverside. Urban design makes it possible for them to connect to each other and anticipate one another instead of the focus being on traffic rules and traffic lights.

Links to EU Operational Programmes

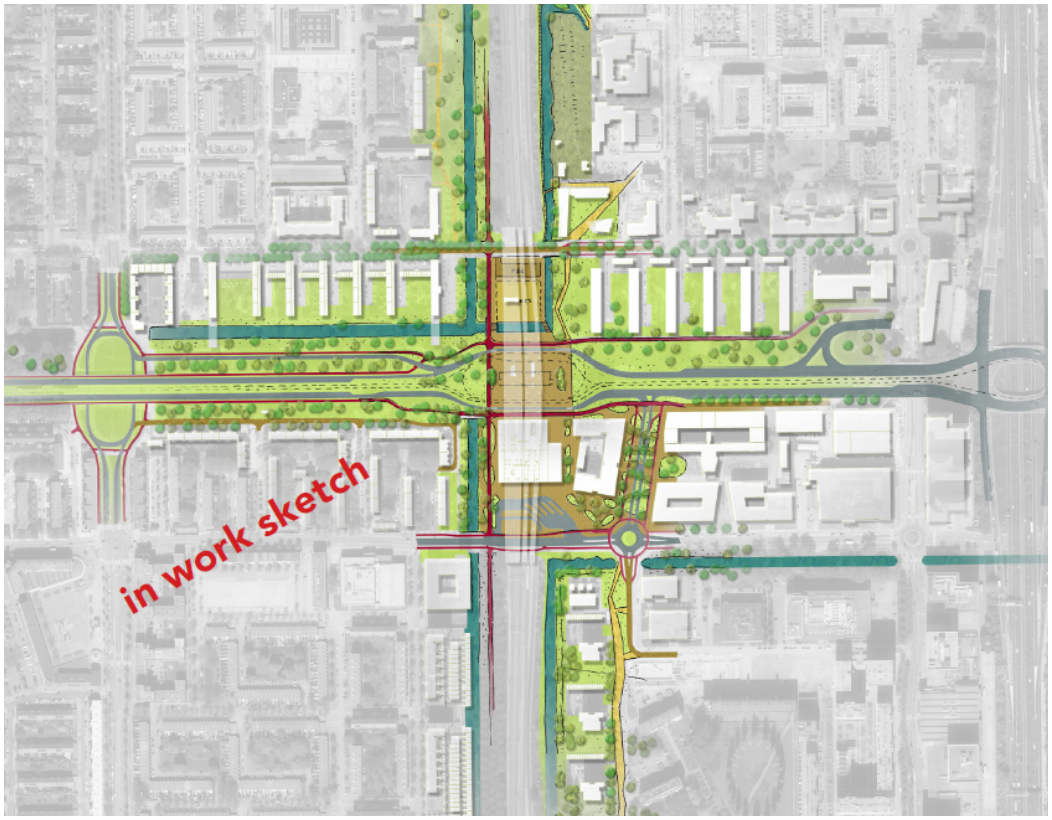
OP West Netherlands ERDF has an ambitious urban agenda. Western Netherlands is a highly urbanized region, with approximately eight million inhabitants. The European Social Fund programme will make integrated territorial investments in the four major cities: Amsterdam, Rotterdam, Utrecht and The Hague. These investments seek to create close linkages between business and knowledge institutions to reduce the labour market mismatch and make specific urban areas more attractive as potential locations for enterprise.

The Operational Programme will focus on supporting the development and primary application of innovative low-carbon technologies to enable larger-scale roll-outs and improve physical economic conditions in specific urban areas by investing in new and improved business locations.

Integrated Action Plan

IAP SITE LELYLAAN

IAP modal share	IAP infrastructure	IAP density	IAP permeable soil
32%- 25%- 43%	no data	no data	no data



Integrated Action Plan

This IAP's main goal is to (re)design the urban fabric of Lelylaan and nearby surrounding neighbourhoods, not only as a technical, functional transport-hub but also as an attractive public place for various kinds of users and functions during the project and after its completion.

One of the biggest challenges for the Lelylaan station is the limited available space for public partner goals, which contrasts with its proven functionality. Its compact nature facilitates passengers' transferring via short walking distances from one mode of transport to the next. On the other hand, this feeling of safety, the quality of public space and station identity should be improved. The urban environment is built around huge infrastructure, resulting in obstacles between the neighbourhoods.

This station is an important node of transport for the region as it joins part of the national train network, two metro lines, two tram lines and several buses serving the Lelylaan node. As a result, many travellers transfer through this station in the Amsterdam daily urban system. The Schiphol airport can be reached easily from here, as it takes only 7 minutes travel. One of the tram lines connects the east and west sides of the city and is the de facto backbone of transfers from the west to the centre of the urban area.

Thanks to the renewal of the Lelylaan node, new physical connections can be added through new cycle paths and walking routes. The station's acceptance in the community and sense of identity will also be improved, so that area inhabitants will have a higher incentive to travel through this station. Regional and municipal level goals are shared: both levels seek to offer a comfortable transfer station where passengers feel safe and can find their way to their next transport mode easily. The node is being rethought in order to make car use superfluous.

Almost all major train stations in the Amsterdam area benefit from an end of the line turning point for the tram. The Lelylaan node is, however, missing this link. The regional level has argued that the Amsterdam tram network would benefit highly from a tram turning point. The municipality of Amsterdam has agreed to create this missing link.

In the longer term, and bearing more relevance to the URBACT programme, there is a goal underway to reconnect the urban area to the station and make the node the heart of the urban area. Urban renewal will play a large role in achieving this ambition in the next 20 years, with more logical and direct access to the node for active modes.

URBACT Local Group

Bart Schalkwijk will be the ULG coordinator. He is the Policy advisor at the Vervoerregio Amsterdam Transport Authority. The ULG will be made up of all identified stakeholders involved in the process, the Regional Public transport authority: Vervoerregio Amsterdam, the Municipality of Amsterdam, the transport and public space department, the urban space and sustainability department, the Nieuw-West District of Amsterdam, transport companies (including the local transport company: GVB, National Railway company: NS and ProRail: the national railway administrator) and real estate companies. VA seeks to use the existing project organisations and decision-making groups. A local URBACT-group will work together with the key stakeholders in parallel.

POTENTIAL CONTRIBUTIONS

	REORGANISING HOW WE MOVE	INTEGRATING INFRASTRUCTURE	PLANNING THE METROPOLIS	ADDING ECOSYSTEM FUNCTIONS	GENERAL SKILLS	NEEDS
IN TERMS OF EXPERIENCE	• **Policy Framework Mobility Vervoerregio Amsterdam.** Sustainable, multi-modal, efficient, safe, enjoyable mobility • **Airportsprinter.** Connecting Schiphol Airport – Westside of Amsterdam and Amsterdam Central Station with a regional light train using existing railway		• **Koers 2025.** Public policy of Amsterdam to concentrate on urban development along with the existing transport network. This policy includes economic development, housing and public services		• Experience in cycling policy and design, improving public transport, tendering procedures, traffic safety, infrastructu-re realisation, and optimisation of the public transport network.	• Limited skills with public participation • No experience in collaboration with the public and representative associations: learn how local residents can be involved more integrally • Need to find out what type of measures have useful effects. Transfering results and experiences within the organization and the local ecosystem • Limited experience in European Cooperation and Transfer of externally sourced knowledge and examples
AS GOOD PRACTICES	• **Bicycle streets.** Bicycle streets are designed for bikes. Cars are guests, have a low speed and stay behind the cyclists if there is no room to take over • **Underground bikeparking.** A high percentage of public transport trips are done combining bike and train	• **Amsterdam Central Station Shared Space.** Urban design makes bikes, mopeds and pedestrians communicate with each other and anticipate instead of focusing on traffic rules or traffic lights • **Elandsgracht Amsterdam.** More space for pedestrians	• **Amsterdam Zuidasdok.** Link the economical district with a new hub related to rail station development, bringing the highway under the ground and expanding train station for national and international trains	• **Plantage Middenlaan.** Green tramway lanes • **Wadi Zuidelijke Wandelweg.** Amsterdam Rainproof		

2.7

Métropole du Grand Paris

MGP

About the partner

131 municipalities	814 km²	7.2 M inhabitants				
		0-20	20-24	25-49	50-64	> 65 Age
		24%	7%	37%	17%	15%

The Métropole du Grand Paris is a dense and urban inter-municipal area uniting 131 cities, including Paris. It is distributed over 814 km² with 7.2 million inhabitants. 30% of the population is concentrated in the city of Paris with the other 70% distributed among the other 130 municipalities.

The Greater Paris Metropolis was officially created as an institution on 1 January 2016, as a result of the MAPTAM law's approval in 2014 ("modernisation de l'action publique territoriale et d'affirmation des métropoles"). This law granted new legal status to French metropolises. Currently, the Greater Paris Metropolis has jurisdiction in five main areas: energy policy and climate change action, aquatic environment and flood prevention management, land use planning, economic, social and cultural development and planning, and local housing policy.

Greater Paris Metropolis's governance stems from its different organs, specifically the Metropolitan Council, its main governing body, consisting of 209 metropolitan councillors representing the 131 municipalities who make up the metropolitan area. The Metropolitan Bureau, which is elected by the Metropolitan Council and led by the metropolis's president, is in charge of establishing the organization's political strategy to examine the agenda and draft deliberations to be submitted for vote by the Metropolitan Council.

ENTITY

SWOT

STRENGTHS

- A real political will to build an innovative SCoT that puts the resilience at the heart of the city's development
- Construction of the "Grand Paris Express", a new public transport network that will substantially change the modes of travel and transportation and promote the construction of many new station districts
- Strong political will for environmental excellence: development of an alternative mobility, a low-emission zone, urban nature improving quality of life, and flood prevention

WEAKNESSES

- Youth of the metropolitan institution whose political legitimacy is not acquired for the moment.
- Complexity in managing different operational skills across different levels of local authorities (cities, territories, departments, region, etc.)
- Inconsistency of strategies

OPPORTUNITIES

- Put into practice the principles and the rules included in the SCoT in a complex operational sector
- Developing new forms of participation with local actors
- Expanding the good practices developed by some local actors to the metropolitan area
- Territorial balancing through metropolitan investment

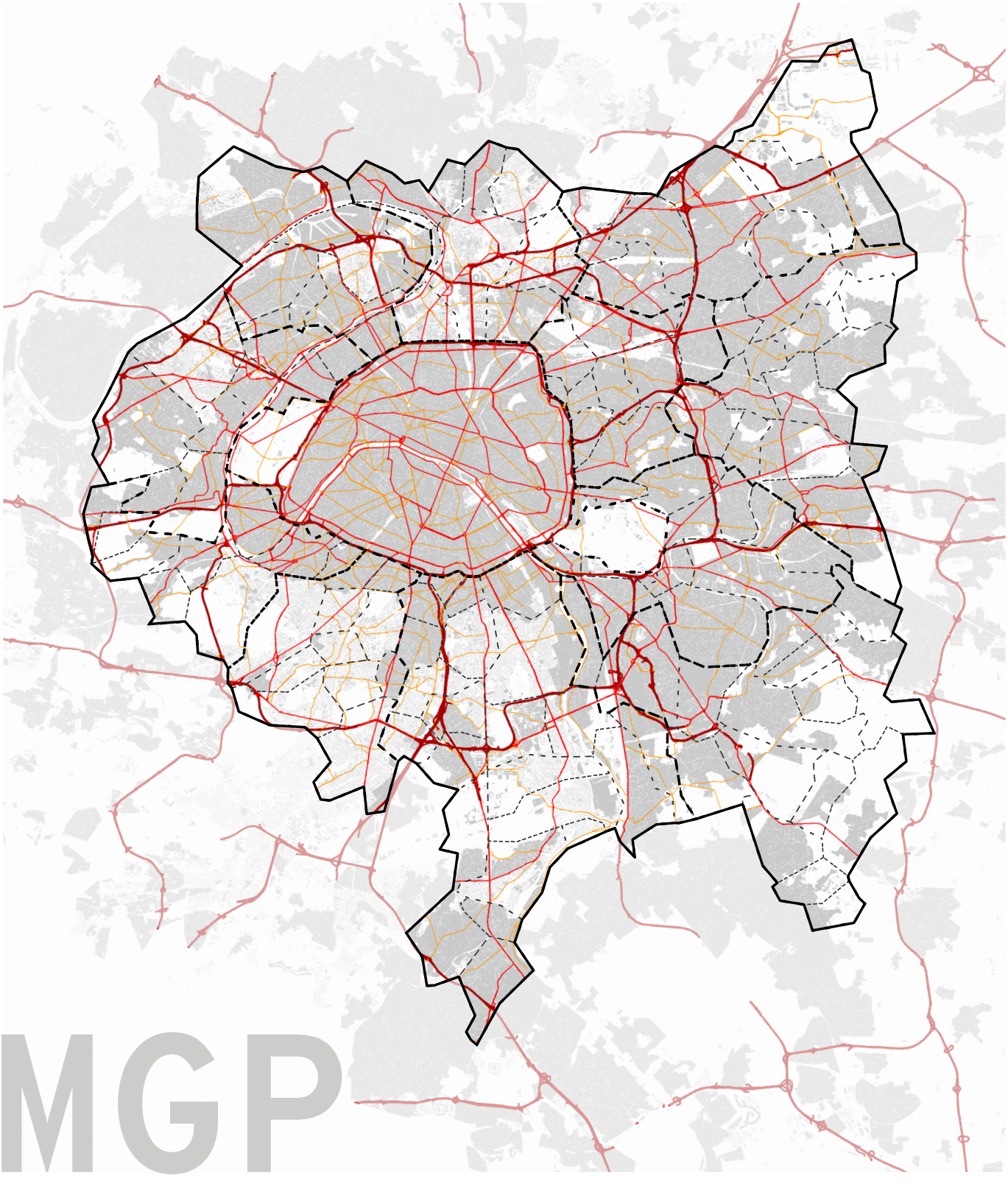
THREATS

- Political variations due to the municipal elections (March 2020)
- Failure in the implementation of projects development caused by financial deficits or legal and land problems

Mobility infrastructure

MGP MODAL SHARE

Walking & cycling		Public Transport		Private motor vehicle	
50%		26%		24%	
Paris	Rest	Paris	Rest	Paris	Rest
58%	45%	32%	22%	10%	33%



Situation | Challenges | Objectives

Public transport is the most used form of travel in the Greater Paris Metropolis, over walking and driving. Expanding upon complementary modes of transport are major objectives for the Metropolis. The **Grand Paris Express** is therefore a structuring project that will facilitate the daily trips of many metropolitan areas by connecting all Greater Paris territories.

Greater Paris Metropolis launched the development of its **Territorial Coherence Scheme (TCS)** in June 2017. TCS will constitute the metropolitan strategic planning reference framework. The development of the first metropolitan **SCoT** is occurring in a complex context:

- It is a new institution made up of 131 municipalities, whose municipal renewal will take place in March.
- It represents the creation of a heavy public transport infrastructure that will bring about significant urban change.
- Major environmental and territorial rebalancing issues for a planning document of unprecedented scope.

Paris has a very efficient city-centric public transport system. However, suburban areas have limited options, as these are mostly served by buses. Paris has a very extensive bike sharing system, Velib, with around 20,000 bicycles. However, due to operational complexities and financial sustainability issues, the planned expansion is temporarily halted while a new operator is being sought.

CHALLENGES

Paris was historically organised with a high density of motorways spread throughout the entire metropolis: it was structured in several concentric rings served by a series of inner roads. This strategy has increased the amount of traffic through the city, as a result of a wide range of externalities, including noise and air pollution, urban segregation, barriers, and congestion, and other externalities. With a low emission zone being created in inner Paris and a transformation process underway for some infrastructure, minimisation for some of these issues is sought.

OBJECTIVES

The development of complementary modes of transport is a major objective for the Metropolis in the fight against climate change and to improve quality of life.

In order to reduce emissions, Paris has set out to halve the number of private cars in its city centre. Specific plans include pedestrianizing some streets, building a new electric tramway, and increasing bicycle lanes on busy roads.

Rebalancing the metropolis and decentralising it creates new places for working and living. All of these places will be easily accessible from the metropolis to public transport and active mobility.

Policies and Good Practices

Create the **“quarter-hour city”** by supporting major transport infrastructure projects, such as the Grand Paris Express, so that everywhere in the Metropolis is accessible by public transport.

Act for sustainable mobility by creating conditions necessary for the development of active modes, intermodality and shared modes. These include transforming major roads and urban infrastructure such as highways, RN, and RD into urban boulevards.

Promote walkability by adapting public spaces for pedestrians and people with reduced mobility. Absorb urban interruptions and nuisances and reduce the role of cars in the city.

Links to EU Operational Programmes

The **Operational Programme ERDF-ESF Ile de France et Seine 2014-2020** aims to address four issues: harmonious and united territory development targeting vulnerable urban areas; social and professional integration, particularly of young people and those most marginalised from the labour market: strengthening the region’s competitive position: and the effort to tackle environmental challenges.

The Programme will promote environmental preservation and protection and encourage efficient use of resources. It will also support the transition to a low-carbon emission economy and will seek to reduce Seine inter-regional watershed vulnerabilities caused by weather influences, and preserve the river’s biodiversity.

Integrated Action Plan

IAP SITE LIVRY-GARGAN

IAP modal share	IAP infrastructure	IAP density	IAP permeable soil
37%- 20%- 43%	no data	5,508 hab/km^2	no data

Integrated Action Plan

The IAP area is located equidistantly from the stations of **Vert Galant** and **Livry-Sevran**, which by 2025 will be served by line 16 of the Grand Paris Express. This station is interconnected with the RER B, already existing railway infrastructure. This IAP site is not fully approved and might change before the phase 2 begins.

The study area is characterized by mixed use, consisting of low-density residential area, public facilities, services and tertiary uses. It is located in the RN3's immediate vicinity and is surrounded by two structuring axes: RD44 and RD933, thereby ensuring excellent accessibility by cycling although it generates urban externalities and barriers.

The network's hierarchy at the neighbourhood scale is not clear. It consists of two major axes, Voltaire Avenue and Powder Avenue, and a set of residential streets that in some cases are too narrow and unprepared for active modes and slow speed mobility. The area is also impacted by noise and pollution due to the RN3 road.

The integrated action plan's main objectives would be first to integrate the RN3 and enhance its permeability. Secondly, to rethink the entire road network, fostering potential continuities of public spaces. Thirdly, to propose alternative management of pluvial waters, fight against urban heat islands; drift towards a low-carbon approach and integrate biodiversity in public space settings. Fourthly, an objective is to re-examine the amount of space assigned to cars and parking in order to expand social areas.

Several challenges will need to be faced in order to achieve all these objectives, including allowing more efficient connections to the Sevran-Livry station, fostering active mobility by building larger sidewalks; improving unfavourable situations for cyclists, creating a direct connexion to the green system, building bike lanes to connect the area to Paris, creating urban boulevards by transforming major motorways to organize and structure the territory, reducing urban barriers through the completion of crossing infrastructure projects, developing itineraries for active mobility and to ensure urban fabric continuities.

URBACT Local Group

Sandra Chopin will be the ULG coordinator. She is a metropolitan development manager at Métropole du Grand Paris. One of her responsibilities is the SCoT management.

The ULG will be made up of officials from the city of Livry-Gargan, specifically the mayor, elected officials and urban planning, roads, public spaces and green spaces; EPT Grand Paris-Grand East; the metropolis of Greater Paris as part of its "Operation of Metropolitan Interest, Office of Studies" and several local associations.

Operating with two committees is envisaged:

Technical committee: technical services and experts from the city, the Territory and the metropole.

Steering committee: mayor and elected representatives.

Meetings with local residents, businesses and associations will also be needed to take into consideration all stakeholders' needs and wishes.

Initial difficulties identified are: control of private land and public space, possible relocation of current activities and coordination of various operators and multiple stakeholders with varying interests and agendas.

POTENTIAL CONTRIBUTIONS

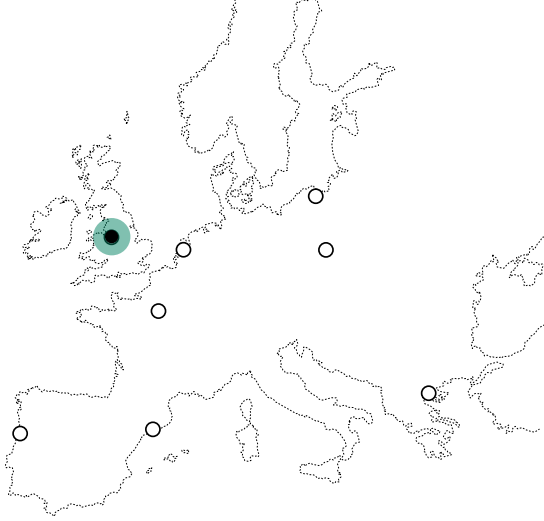
	REORGANISING HOW WE MOVE	INTEGRATING INFRASTRUCTURE	PLANNING THE METROPOLIS	ADDING ECOSYSTEM FUNCTIONS	GENERAL SKILLS
IN TERMS OF EXPERIENCE	• **Sustainable Mob.** Plan+Plan for public spaces & travel • **Paris Express.** Supporting major transport infrastructure projects, such as Paris Express, so that all places in the Metropolis become accessible by PT	• **Promote walkability areas** • **Quarter hour city**	• **SCOT, Strategic TCS at metropolitan scale.** Since 2017 MGP has launched the development of its Territorial Coherence Scheme (TCS) a metropolitan strategic planning reference framework • **New Paris Express stations**	• **Resilient coating I+D.** Support R+D to create resilient coating for cycle paths and road infrastructure	• The Métropole du Grand Paris is not the authority responsible for transport, but through the SCoT, it aims to "Strengthen accessibility for all to all places by public transport in order to forge links between territories " • Expertise and reflections on accessibility, intermodality, resolution of urban breaks
AS GOOD PRACTICES		• **New boulevards.** Transforming major roads and highways into urban boulevards, fostering active mobility and Public Transport • **Seine Riverbank Re-Configuration.** New pedestrian walkway along the river Seine	• **Rose de Cherbourg, La Defense.** Transforming the boulevard into a new centre for the business area of the city • **Paris Rive gauche.** Transformation of the boulevards of Paris from private mobility to new gates of the city. New centralities densified	• **Biognv.** Recovery of abandoned motorways to install a natural gas vehicle refuelling station (biognv). An economic and ecological alternative to traditional fuel	

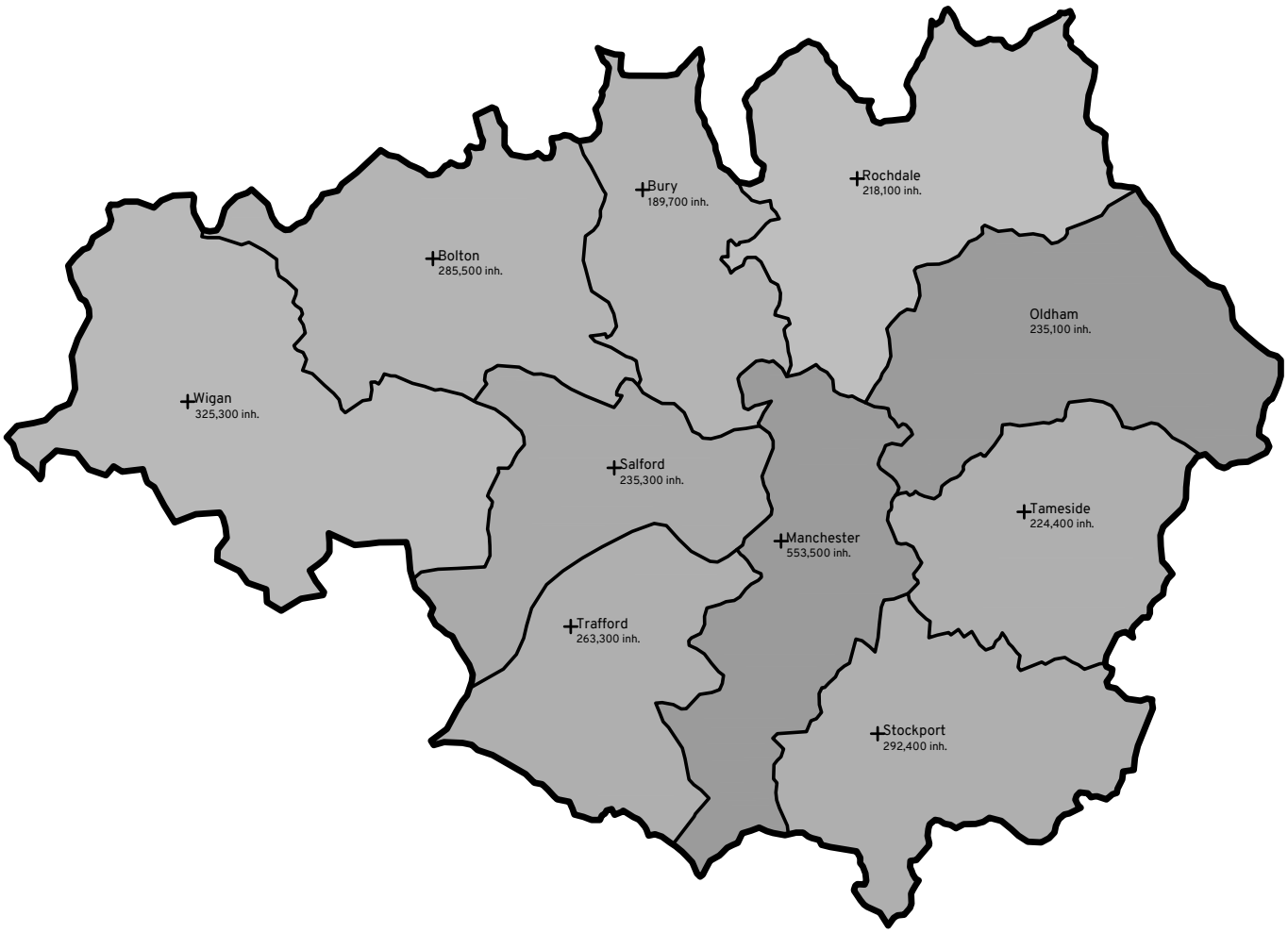
NEEDS

- Share the experiences of other metropolises in order to draw inspiration from solutions that work on similar situations
- Enrich MGP expertise and knowledge through the projects of other European cities

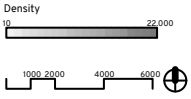
2.8

Transport for Greater Manchester





TfGM



About the partner

10 municipalities	1,200 km²	2.8 M inhabitants				
		0-14	15-24	25-54	55-64	> 65 Age
		13%	14%	44%	11%	17%

Located at the heart of North West England's motorway network and with strong links to ports and airports, the Greater Manchester area is one of the largest urban areas in England. Consisting of 10 metropolitan borough councils and distributed across 1,200 km², the area has a total population of 2.8 million people. This figure is expected to rise to 3.06 million in the next 20 years. Despite including a mix or urban, suburban, and rural areas, most of the population is concentrated in the urban areas. Manchester agglomerates 20% of the total population and each of the other 9 councils is home to 8% of the population, with each averaging 250,000 inhabitants. The area's average unemployment rate is 4.7%.

Following a long tradition of cooperation among councils, this inter-council relationship was made official in 2011 with the establishment of the Greater Manchester Combined Authority (GMCA). The GMCA is a functional body, of which the TfGM is a part. Since its beginning, the GMCA has handled several areas: health and social care, public transport, housing, waste management, carbon neutrality and planning permission. These were amplified in 2014 due to a significant devolution agreement with the UK's central government to include new powers in the areas of transport, planning and infrastructure.

Eleven elected members control the GMCA, one for each council area as well as a mayor, who is elected directly by residents on a four-year basis. It is noteworthy to mention that Greater Manchester is divided into 27 parliamentary constituencies, each of which sends a Member of Parliament to the United Kingdom's national parliament and relies on functional bodies such as the TfGM that are responsible for the delivery of actions in specific areas.

ENTITY

SWOT

STRENGTHS

- A clear vision and Right Mix mode share targets
- A newly developed, coherent Streets for All approach
- Longstanding experience of working collaboratively and using participatory approaches, at a variety of levels
- High level of expertise, in a variety of areas, across TfGM, Transport Strategy and placemaking
- Political support for the agenda of rethinking the role of infrastructure

WEAKNESSES

- Greater Manchester needs to learn more about how other metropolitan areas across Europe address the same challenges that this city-region faces
- The Streets for All approach has not yet been adopted as policy
- A limited PT offer and over dominance of car infrastructure in some areas of GM that does not support modal shift to walking, cycling and PT
- Limited space in urban areas and streets to balance different movement and place demands on streets
- Limited influence to urban planning

OPPORTUNITIES

- To use the Streets for All approach to address the challenges associated with the city-region's growth while tackling other crucial issues in a holistic manner such as: productivity, air pollution, health, carbon reduction, urban quality and social inclusion
- New design standards to deliver better infrastructure that will influence change

THREATS

- As growth – in population, jobs and housing – continues in Greater Manchester, one 'threat' is being unable to provide enough capacity on its road and rail networks or allocate this growth close to the public transport nodes. This is a challenge unless quick action is taken to make more efficient use of the transport networks it already has, to maximise the movement of people into and across Greater Manchester (notably the Regional Centre)
- Insufficient funding and powers devolved to a Greater Manchester level to fully enact the changes required

Mobility infrastructure

TfGM MODAL SHARE

Walking & cycling		Public Transport		Private motor vehicle	
29%		10%		61%	
min	max	min	max	min	max
20	40%	1%	15%	44%	73%

Situation | Challenges | Objectives

It is noteworthy that when considering the historical geography of various European city-regions, Greater Manchester was the first to industrialise. It expanded early, with the first commuter bus service in 1824, commuter rail by the mid-19th century and the first trams in 1877. These all served to promote further urban expansion. Urban Greater Manchester around 1900, for example, may have been unique relative to other city-regions of the time.

Infrastructure development in Greater Manchester was developed with a dependency on daily car use.

Greater Manchester's mobility scheme is handled by Transport for Greater Manchester, which has a coordination role. It manages the busiest roads (578 km of Key Routes), and works alongside bus and train operators, developing smarter ways of travel using data and technology. TfGM works on behalf of GMCA, with different degrees of control and responsibility, depending on the mode of transport and type of transportation. The Metrolink system is owned by Transport for Greater Manchester.

Privately-owned companies manage various mobility systems.

Heavy rail infrastructure is managed by Network Rail and Train Operating Companies, who manage the services. Bus services are controlled and operated by privately-owned companies. Motorways are under the ownership and operation of the national government agency: Highway England. The remainder of the highway network is controlled by the ten councils, who have special powers as Local Highway Authorities.

CHALLENGES

As in many places across the UK and Europe, inhabitants of Greater Manchester live with the legacy of mobility infrastructure decisions that have failed to put people first. Rather, such decisions have led to overdependence on daily car use.

This legacy includes poor air quality, serious road traffic injuries and deaths, people who struggle to include physical activity in their daily lives such as walking and cycling, major roads that have divided communities, parents worried about how to keep their children safe and active, and increased isolation for older people, people with mobility impairments and people without car access.

OBJECTIVES

By 2040, Greater Manchester's goal is to achieve 50% of travel by walking, cycling and public transport, with the remaining 50% to be carried out in private vehicles.

This is not about removing all cars from Greater Manchester's roads, but about enabling people to make easy changes to their daily journeys – particularly switching short car journeys to walking or cycling or making trips into town centres by public transport.

Policies and Good Practices

Each of the ten local councils has a local plan. Each local council provides a vision for the future of each area and a framework for addressing housing needs and other economic, social and environmental priorities. The Greater Manchester Spatial Framework (GMSF): Greater Manchester's Plan for Homes, Jobs, and the Environment also covers all ten council areas. The GMCA has prepared this plan with support from TfGM. The Revised Draft GMSF was published in January 2019. An updated GMSF is currently in development and is expected to be published in 2020.

Streets for All is aligned with and supports Greater Manchester's broader strategy and policy framework. A Streets for All Strategy document (in the draft at the time of writing) provides details building on the guiding principles set out in the city-regions overarching statutory local transport plan: the Greater Manchester Transport Strategy 2040.

The Greater Manchester Strategy sits above the transport strategy. Written by all 10 councils, the Mayor, NHS, transport, police and fire service, with help from businesses, voluntary, community and social enterprise organisations, and members of the public, the Greater Manchester Strategy explains our ambitions for the future of our city-region and the 2.8 million residents of towns, cities, communities and neighbourhoods that make up Greater Manchester. This covers health, wellbeing, employment, housing, transport, skills, training and economic growth.

The Streets for All approach is at the heart of other sub-strategies for the Greater Manchester Transport Strategy currently being developed. This includes a Rapid Transit Strategy, Local Bus Strategy and Future Mobility Strategy.

The Greater Manchester Transport Strategy 2040 is supported by a five-year Delivery Plan, which sets out short-term delivery priorities. It is also underpinned by a series of Progress Reports, which measure whether interventions and policies are supporting the delivery of the vision set out in the Greater Manchester Transport Strategy 2040.

Links to EU Operational Programmes

The **United Kingdom ERDF England Programme**'s strategy focuses firmly on growth, building on England's competitive advantages and addressing key bottlenecks in specific sectors and geographies. The aspiration is for growth and development to be driven locally. Resources will be focused on the core objectives of innovation, SME competitiveness and the low-carbon economy, whilst recognising the need for targeted interventions to unlock barriers that matter strategically to specific areas in England.

The Programme primarily aims to support the shift towards a low-carbon economy in all sectors (Priority 4 and 22% of ERDF support). This is expected to lead to a reduction in carbon emissions in areas with low carbon strategies and increase the percentage of innovation active firms in low carbon sectors.

Integrated Action Plan

IAP SITE_A627

IAP modal share	IAP infrastructure	IAP density	IAP permeable soil
29%- 11%- 60%	no data	4,000 hab/km^2	no data

Integrated Action Plan

The Integrated Action Plan's potential focus is further development of some **Streets for All** proposals.

Over the past year, Greater Manchester has undertaken study work to test our Streets for All approach by exploring key issues and potential interventions. These studies, carried out in significant 'Orbital', 'Radial' and 'City Centre' corridors in Greater Manchester, are focused on improving the movement of people and goods and creating more people-friendly spaces, while reducing pollution at the same time.

One area of focus in the 'Orbital study' is the A627 (King Street and Ashton Road south of Oldham). TfGM proposes focusing on a stretch of this area through the Integrated Action Plan.

Transport for Greater Manchester has worked in partnership with Oldham Council, consultants and others to develop plans for this corridor, including a potential measure for bus priority and enhanced public realm. It seeks to improve the environment and simplify pedestrian movement.

In addition to connecting to two town centres, the corridor provides wider links to Metrolink and Rail stations at Rochdale, Oldham and Ashton, and is adjacent to growth areas where many new homes are expected to be delivered. The corridor between Oldham and Ashton is not effective in moving people equitably and also has an impact on the health, environment and heritage of surrounding communities. Examples of challenges to be addressed include:

- Congestion and high car use - cars are able to cut north-south through the town centre on this route, despite Oldham Way offering a bypass;
- Delays in bus times, poor reliability and low quality waiting areas, particularly in Oldham town centre;
- Inadequate pedestrian and cycling facilities – road crossings are particularly difficult, for example the Middleton Road & Rochdale Road junctions.

This current situation does not promote or create the right conditions to get more people walking, cycling or using public transport.

The objective is to rethink the role of infrastructure in order to support sustainable economic growth, improved quality of life and road safety as well as address environmental impacts. This is done by reorganising how we travel to enable more people to choose active and sustainable modes. Our approach will support the planning of new development across Oldham, Ashton and our City Region (Metropolis) whilst integrating infrastructure and transport networks and enhancing environment and ecosystem functions. The project will also contribute towards enabling Greater Manchester's overall mode-share target of 50% for travel using sustainable means.

URBACT LOCAL GROUP

Jonathan Marsh will be the ULG coordinator. He is the TfGM Strategic Planning Manager and leads the Strategic Planning team at TfGM, which is responsible for coordination of work on supporting the Greater Manchester Transport Strategy 2040.

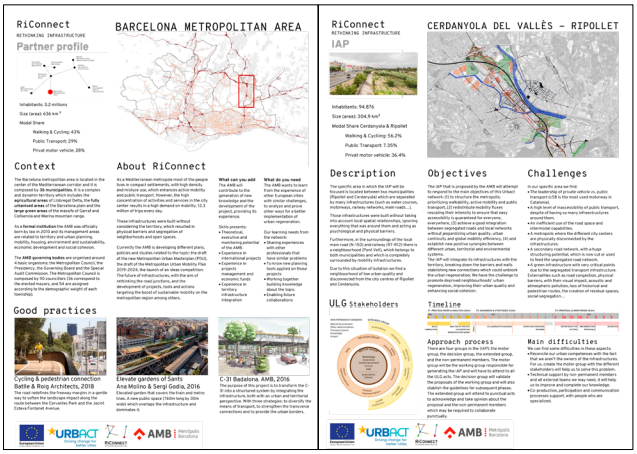
The ULG consisting of stakeholders that will take part in the process have been identified. They are TfGM departments, including Transport Strategy; Bus, Cycling and Walking; Highways.

Oldham and Tameside District Councils include: an elected representative and officers, planners, highways engineers and neighbourhood teams.

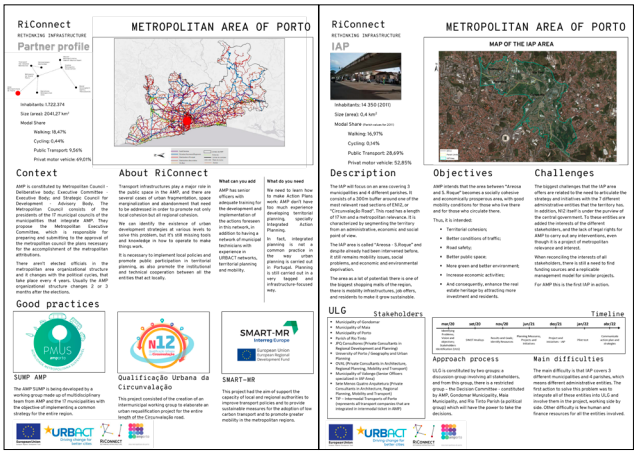
Transport operators and providers including Highways England, Sustrans and bus operators.

	POTENTIAL CONTRIBUTIONS					NEEDS
	REORGANISING HOW WE MOVE	INTEGRATING INFRASTRUCTURE	PLANNING THE METROPOLIS	ADDING ECOSYSTEM FUNCTIONS	GENERAL SKILLS	
IN TERMS OF EXPERIENCE	• **Bee Network.** Plan to connect every neighbourhood and community in Greater Manchester with a network that will make cycling and walking a viable choice for those that don't do so now	• **Streets for All.** Streets for All explores the critical role that streets across the region play in creating sustainable, healthy and resilient places, with a focus on people rather than vehicles.			• Transport for Greater Manchester Transport Strategy directorate, have high levels of experience in integrated action planning; participative approaches; cross-sector working and project management.	• Greater Manchester would benefit from learning more about how other metropolitan areas across Europe address the same challenges we face in our city-region. • Better understanding of the process that partners in other European metropolitan areas go through to identify issues and opportunities.
AS GOOD PRACTICES	• **Bee Network lanes.** Conforming a network of Beeways, Crossings, Busy Beeways and Active Neighbourhoods. Its standard tests need to be enough for double buggies and unaccompanied 12 year old cyclists.	• **Oxford street.** Transformation of one of Manchester's most recognisable roads, and one of Europe's busiest bus routes into a more pleasant and greener environment for everyone.			• A good example of TfGM's experience in fostering a co-ordinated and participative approach is our work to develop a multi-modal Streets for All approach within the GM 2040 Transport strategy, that has won awards for Sustainable Urban Planning.	

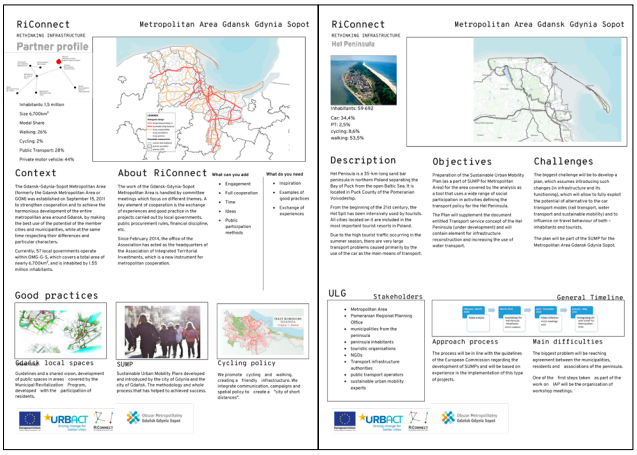
AMB



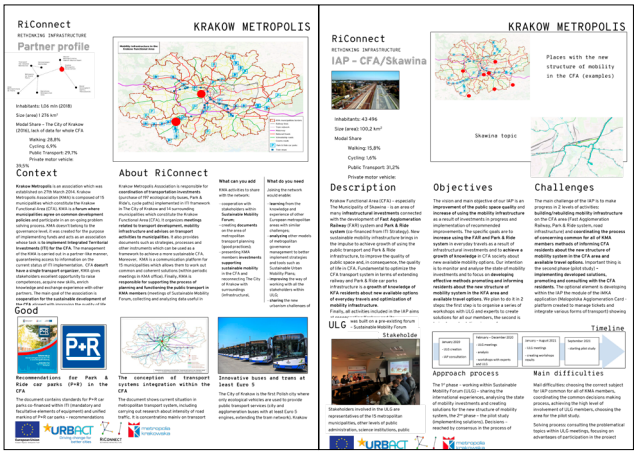
AMP



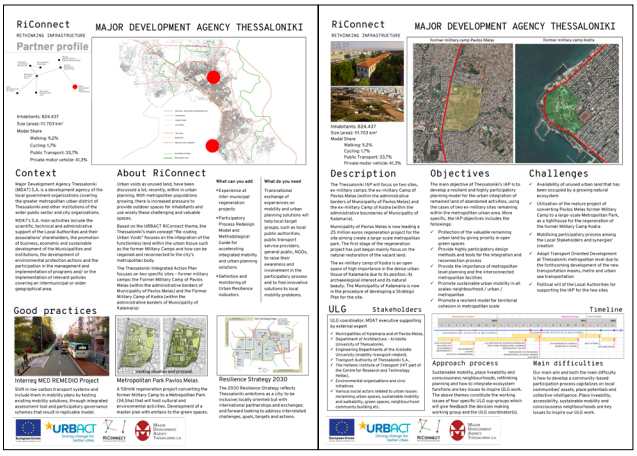
OMG-G-S



KMA

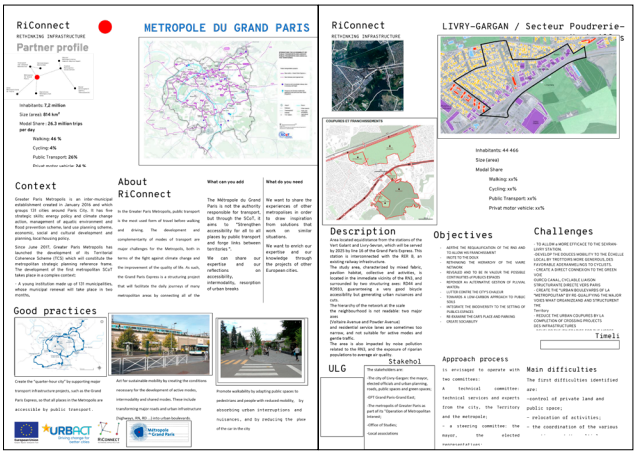


MDAT

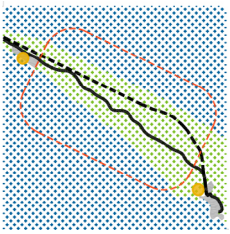
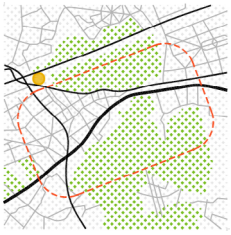


VA

MGP



T£GM

	IAP	ULG
AMB	 AMB site is an area located between 2 contiguity municipalities -Ripollet and Cerdanyola- which are separated by several infrastructures, such as a motorway, a railway track, a national road and a river.The main goal of IAP will be: define a human scale urban structure that responds to its local identity, rethink the mobility infrastructures and integrate them, tearing down its crossing barriers and walls and stablishing new connections which could unlock urban regeneration, promote active mobility and public transport and improve the continuity of local network.	• **The Motor Gorup:** An urban planner and a transport planner for each local municipality, the AMB, Regional and central governments • **The Decision Group:** Heads of different departments and elected members of the local, metropolitan, regional and central government, Citizenship representatives • **The Extended Group:** Agents, Entities, Citizens • **Non-Permanent Members:** Architects, Engineers, Environmental scientists, External expert on public participation team **Coordinators:** Judith Recio and Anna Majoral
AMP	 The IAP will focus on an area called “Areosa - S.Roque” covering 3 municipalities and 4 different parishes. It consists of a 300m buffer around one of the most relevant road sections of “Circunvalação Road” (EN12). The objectives of this IAP will focus on traffic improvement; increasing green infrastructure, pedestrain safety and comfort, implementing new public transport infrastructure and enhance the real estate and heritage by attracting more investment and residents.	• **Discussion Group:** Mobility AMP Officers, UE funding department and political representatives, Officers and Political and professional representatives from municipalities, The Parish Council Presidents, University of Porto, Public transport companies representatives, Private Consultants specialized in regional development, public participation and mobility • **Decision Committee:** AMP, Gondomar Municipality, Maia Municipality, Rio Tinto Parish **Coordinator:** Adelina Rodrigues
OMG-G-S	 Hel Peninsula is a 35-km-long sand bar peninsula in northern Poland with a high tourist traffic during the summer season. The IAP will focus on how rethinking mobility infrastructure could improve not only the mobility problems themselves, but also the urban quality of the Hel Peninsula and environmental issues in this delicate spot. The objectives of this IAP will focus on infrastructure reconstruction; increasing of rail transport, water transport and active mobility lanes; and to influence on travel behaviour of both, inhabitants and tourists.	• Dr Marcin Wołek, Alicja Pawłowska & Tomasz Mackun • City Hall of Gdynia • Hel Peninsula’s municipalities & inhabitants • Metropolitan Transport Union of the Gulf of Gdańsk • Pomeranian Regional Planning Office • The University of Gdansk • Metropolitan Area • Touristic organisations • NGOs **Coordinator:** Karolina Orcholska
KMA	 The IAP area is located in Skawina. IAP focuses around 3 levels of activities such as rethinking mobility infrastructure and its surroundigns on the CFA area (Park & Ride system, integrated transport nodes to their surroundings, safe and attractive spaces, shorting distances putting together people, services, facilities and places of work); optimizing the public transport (coordinating agglomeration buses with FAR); export the findings to all KMA members, informing CFA residents about the new structure of mobility system in the CFA area and available travel options.	• Municipalities of Krakow Metropolitan Area (Biskupice, Igołomia-Wawrzenczyce, Czernichow, Kocmyrzow-Luborzyca, Liszki, Mogilany, Michalowice, Skawina, Niepolomice, Swiatniki Gorne, Wieliczka, Wielka Wies, Zabierzow and Zielonki) • Public Transport Authority in Krakow • The Krakow University of Technology • Department of Strategy and Railway Transport in Marshall’s Office • Municipal Economy Department in the City of Krakow **Coordinator:** Paweł Guzek & Daniel Wrzoszczyk as a consultant.
MDAT	 The Thessaloniki IAP will focus in two former military camps: Pavlos Melas and Kodra. The main objective of IAP is the protection of the valuable remaining urban land by giving priority to open green spaces; reconnecting the neighbourhoods through these new green areas; and adopting Transport Oriented Development at Thessaloniki metropolitan level due to the forthcoming development of the new transportation: Metro and urban sea transportation.	• Working and Decision Making Group: Municipalities of Kalamaria and Pavlos Melas, Aristotle University of Thessaloniki’s Departments of Architecture and Engineering, Transport Authority of Thessaloniki S.A., The Hellenic Institute of Transport (HIT) • Discussion group of Pavlos Melas and Kodra: Environmental organisations, Civic initiatives and social actors related to urban challenges dor each IAP site • The working group how to make liveable places will include two separate committees per each IAP site. **Coordinator:** Paraskevi Tarani
VA	 IAP site is station Lelylaan. The main aim of IAP is to (Re) design the urban fabric of Lelylaan and nearby surrounding neighbourhoods, not just as a technical, functional transport-hub but also as an attractive public place for different users during and after the realisation of the project. IAP will focus in integrating vast infrastructures that disconnect neighbourhoods and improving the direct urban design around the station to make the door-to-door journey safe and agreeable. Densification, mixed urban environments and strong urban structures are the keys to success.	• Regional Public transport authority: Vervoerregio Amsterdam • Municipality of Amsterdam • Transport and public space department • Urban space and sustainability department • Stadsdeel Nieuw-West District of Amsterdam • GVB/Connexxion • Nederlandse Spoorwegen • ProRail • Real Estate Companies. **Coordinator:** Bart Schalkwijk
MGP	 The IAP site is a monofunctional area located around the motorway RN3. The IAP will focus on rethink the motorway to link the neighbourhood to the new train stations and to the natural area on the other side, reduce the externalities and improve the internal navigability for active mobility. On the long range, the IAP will transform the motorway to a boulevard and rethink the relationship of the neighbourhood with this new boulevard in terms of public realm and urban planning.	• The city of Livry-Gargan • EPT Grand Paris-Grand East • The metropolis of Greater Paris as part of its “Operation of Metropolitan Interest • Office of Studies • Local associations **Organisation:** • Technical committee: technical services and experts from the city • Steering committee: the mayor and the elected representatives **Coordinator:** Sandra Chopin
TfGM	 IAP site will focus on a stretch of A627 between Oldham and Ashton. The objective is to rethink the role of infrastructure to improved quality of life and road safety and address environmental impacts by reorganising how we move to enable more people to choose active and sustainable modes. The approach will support the planning of new development across the Metropolis whilst integrating infrastructure and transport networks and enhancing the environment and ecosystem functions. The project will also contribute towards enabling Greater Manchester’s overall mode-share target for 50% of journeys to be made by sustainable modes.	• TfGM departments, including Transport Strategy; Bus, Cycling and Walking; Highways. • District Councils of Oldham and Tameside including: an elected representative, and officers: planners, highways engineers and neighbourhood teams • Transport operators and providers including Highways England, Sustrans and bus operators **Coordinator:** Jonathan Marsh

3.Synthesis and Methodology

3.1 Introduction

This chapter of the Baseline Study aims to specify the necessary synthesis and methodology to apply in phase 2 to ensure RiConnect obtains good results.

The network will apply the URBACT methodology, which is about integrated and participatory exchange and learning activities, at both a transnational and local level.

The network has common challenges and objectives, although as we could confirm in the partner profiles, each metropolitan area has a different starting point. In order to specify a methodology of its own for this network, the set of details that define the interests and capacities of the eight partners needs to be known.

This basic and detailed information required to prepare this synthesis was obtained from the State of the Art and partner profile which, in turn, came from the questionnaire answers, visits to the cities and permanent contact throughout these last six months.

However, to reach a consensus about what will finally be included in the synthesis and the proposed methodology, it was necessary to hold several workshops in the final Phase 1 meeting in Manchester, which took place at the end of January 2020. Thanks to these activities, the main objectives were agreed with the partners; the themes and subthemes were developed through related matters provided and agreed upon by the partners; the partners undertook to make their possible contributions and their needs were established, to thus detect the gaps to be filled during phase 2 to finally define and agree upon a methodology designed to exchange and learn at transnational and local levels.

The chapter has three sections:

- Introduction.
- RiConnect synthesis: where, in regard to the network content, the common interests and specific nature of the challenges are defined, as well as the manner in which they relate to what has been pre-established in the State of the Art, which makes it possible to redefine and clarify the network's key issues and guarantee consistency throughout the partnership. The possible contributions and requirements of each partner are also specified, at both knowledge and capacity building levels.
- RiConnect methodology and outputs: where, based on the synthesis, a methodology is proposed that will make it possible to achieve the objectives during phase 2.

3.2
RiConnect Synthesis

3.2.1
Common objectives and challenges

The challenges considered by each partner, at both a general metropolis level and the local level of the proposed IAP, have been recorded in a summary table, which shows us their common interests and the specificities.

RiConnect establishes that the main goal for all the partners is the possibility **to rethink existing infrastructures** and their surroundings in order to achieve a more sustainable, equitable and attractive metropolis for all.

Included as a constant among the objectives set out is the **turn towards more a sustainable, effective and inclusive mobility** based on both the use of public transport and active mobility. The goal behind the redesign of infrastructure and its surroundings is to promote more efficient mobility with the same space (move the maximum number of people, not cars) with competitive travel times (with public transport and active mobility as priority) that is safe and inclusive (no discrimination on the grounds of age, sex, religion, race, purchasing power, etc.). With this turn of modal share, all the metropoles see a significant reduction of many externalities suffered today in their neighbourhoods, such as traffic congestion, pollution and noise.

Another relevant feature is the manner in which the lack of and low quality of public space is related in neighbourhoods, with the failure to **integrate certain mobility infrastructures**. A safe and friendly public space is required that connects and has continuity. They must be meeting areas, where the place's identity is recovered and strengthened. Not only will this increase walkability, it will also improve social cohesion. For this reason, we suggest integrating the infrastructure with the neighbourhoods.

By rethinking infrastructures, the partners not only see an opportunity to correct the damaging effects caused by the implementation of these alien infrastructures, but they also **play a proactive role by considerably improving the ecosystem** (ecological connectivity, natural spaces, etc.), health (they absorb polluting elements) and resilience (flood control, energy production, etc).

These three large blocks, together with the high accessibility and centrality provided by infrastructure nodes, mean that regeneration projects and urban transformation can be considered with the purpose of achieving **a metropolis of short distances** that is more attractive, socially inclusive and equitable in terms of territory, structured around the pivotal elements of public transport and which strengthens the area at both a local and metropolitan level.

Another major aspect is focusing on defining the best way to perform these transformation processes that affect so many people and are so expensive. What is the first step? As a process-oriented network, it would be a priority to **develop the planning strategies, processes, instruments and partnerships** that are the most adequate and useful to deliver all RiConnect's objectives.

As regards the IAPs considered, they all include variations of the previous challenges and objective. They could be classified as follows:

Four metropolitan areas, **AMP, OMG-G-S, MGP** and **TfGM**, consider that the IAP should include rethinking a stretch of motorway or busy road in an urban area. The areas share the objective of considering the possibility of fostering alternative forms of mobility other than cars and improving integration with the surroundings. AMP hopes that this operation will help the urban regeneration of the IAP site, which is near the centre of Porto; OMG-G-S is convinced that if a problem of seasonal traffic congestion is solved, it will help improve the area's urban environment; MGP is tackling this challenge because in the near future a railway line that connects to the centre of Paris will place two stations in the area, meaning that a large number of car journeys for individual use will not be necessary; thus being able to rethink the motorway. In the case of Greater Manchester, the operation forms part of a comprehensive strategy for the city to increase the use of public transport and active mobility, while leading to improvements in neighbourhoods.

+1: **AMB** is positioned on this same line, although the scope of the IAP extends to two municipalities located between two roads -a national road and the busiest motorway in Catalonia. The project aims to tackle two challenges: transform the road into a metropolitan avenue and prioritise public transport and active mobility, while structuring the metropolis and, in turn, reconnect these two municipalities.

Two metropolitan areas, **KMA** and **VA**, suggest focusing the IAP on the space surrounding a metropolitan train that has the purpose of attracting a high percentage of mobility between a residential area -a neighbourhood or municipality- of the periphery and the centre of the metropolis and, in turn, rethink the relationship with the city. However, there are different starting points: in KMA the area around the station and the rest of the municipality is low density while in Amsterdam the density is high. The potentialities for rethinking the environment and generating urban regeneration processes are also different.

+1: **MDAT** is in the same situation, revolving around a new mobility model (in one case around the station of the future underground and in another case near the possible water transport stop). However, it has distinctive feature: there is a natural urban void created by the old military enclosure, now closed, which could be rethought so as to increase connectivity expectations in the surrounding neighbourhoods, as well as create new synergies and regeneration opportunities.

	METROPOLIS CHALLENGE	IAP CHALLENGE
AMB	AMB is a metropolis where some city centres, secondary road networks and green areas are disconnected due to major road infrastructures crossing. There is a radial Public Transport system that provides low accessibility levels on the trips outside the centre. The secondary road network presents a huge structuring potential, but it's also cut. These facts provoke an inefficient use of road space: there's a lack of bus lanes and bike infrastructure, and, consequently, lack of intermodality. AMB faces the opportunity of generating metropolitan structures that can support a fair and sustainable urban mobility, link municipalities together and unlock urban regeneration.	AMB site is an area located between 2 contiguous municipalities -Ripollet and Cerdanyola- which are separated by mobility infrastructures, such as a motorway, a railway track, a national road and a river. The main challenges of this area are: a strong private car dependency; a high level of inaccessibility to public transport; an inefficient use of the road space and intermodal capabilities; the direct impact of road externalities such as physical barriers, road congestion, acoustic and atmospheric pollution; and lost of historical and pedestrian routes, residual and low-quality public spaces and social segregation.
AMP	AMP is crossed by Duero river and has a significand difference on heigh. Due to this situation, transport infrastructures play a major impact in the AMP. Main infrastructures are car-oriented and have its most prominent structuring example in the shape of a motorway belt -EN12, A20 and A44- which connects both sides of the river Duero by large bridges. Urban fragmentation, space marginalization and declining neighbouhoods are some of the externalities that need to be addressed in order to promote not only local cohesion but also a regional cohesion.	The IAP will focus on an area called "Areosa - S.Roque" covering 3 municipalities and 4 different parishes. It consists of a 300m buffer around one of the most relevant road sections of "Circunvalação Road" (EN12). The area now, and despite having already been intervened before, still presents mobility issues, social problems, and economic and environmental deprivation. However, it has lots of potential such as one of the largest shopping malls of the region, mobility infrastructures, working places, good residential areas, facilities and potential places for new developments.
OMG-G-S	OMG-G-S is an extended metropolis with two differentiately areas: the more urban area located in the coast and at the Vístula river side; and the rural area. The metropolitan area is connected through road and rail infrastructure. An integral public transport management for the whole metropolitan area doens't exist. Therefore, the public transport network is complex and low efficient. This situation boost the car use outside the city centres of Gdansk, Gdynia y Sopot.	Hel Peninsula is a 35-km-long sand bar peninsula in northern Poland. Due to the high tourist traffic occurring in the summer season, there are severe transport problems caused primarily by the use of cars as the main means of transport. The biggest challenge in Hel peninsula will be to develop an integrated action plan which assumes introducing such changes in infrastructure and its functioning, which will allow to fully exploit the potential of alternative to the car transport modes.
KMA	KMA has a low level of public transport integration and almost without specific infrastructure for bus and bike outside Krakow. KMA has develop during the last years a new rail infrastructure. The main KMA challenge is the transport integration within the Krakow Functional Area, integrating the new rail network into the city and include specific infrastructure for bus, P&R and the net routs for active mobility.	The IAP area is located in Skawina – an area with specific mobility challenges, related to RiConnect subthemes, such as reorganising how residents move and integrating the infrastructure. The main challenge of the IAP is to make progress in 3 levels of activities: building/ rebuilding mobility infrastructure on the CFA area (Railway, P&R, bus, safety, shorting distances putting together people, services, facilities and places of work); optimizing the public transport (coordinating agglomeration buses with FAR); coordinating and extrapolating the findings for all KMA members.
MDAT	There are 15 ex-military camps remaining as unused land within Thessaloniki's metropolitan area. How to activate them and return these spaces to the city is a great challange. These urban voids could be a great asset to contribute in changing the mobility pattern (to a more sustainable mobility) and improve the urban quality of the neighbourhoods around them.	Within the framework of the URBACT – RiConnect Network, Thessaloniki's Action Plan will try to find ways to give these urban voids a new meaning. The main target is to regain these urban lands and reconnect them to the surrounding neighbourhoods. The IAP will focus in two specific sites – two former military camps: Pavlos Melas and Kodra.
VA	Amsterdam region is growing, and this situation put pressure in housing, places of work and mobility. How to densify without losing the existing character, avoiding gentrification and increasing the mobility efficiency through better public transport and active mobility is great challenges. Some train stations are perceived as the limit of the neighbourhood. How can we reorient the urban space towards the station and make it function as the heart of the area is a great challenge.	IAP site is station Lelylaan and nearby surrounding neighbourhoods. The importance of this transfer station will grow in coming years, as a direct consequence of the increasing urban intensity and decrease use of personal cars in the modal split. The main challenge is make sure that this transport node continuous working as efficiently as today, at the same time transforming the station to become the centre of the surrounding neighbourhoods.
MGP	Historically, Paris has been organised with a high density of motorways spread through all the metropolis: structured in several concentric rings which are then served by a series of inner roads. This strategy has increased the amount of traffic through the city, with the result of a wide range of externalities, such as noise and air pollution, urban segregation, barriers, congestion, among others. With the low emission zone being developed in inner Paris and transformation of some of these infrastructures, such issues are meant to be minimised.	The IAP site is a mainly residential area, composed by car occupied narrow streets. It is located next to the RN3 motorway, which isolates it from the green system. In 2025, 2 new Paris Express stations will be opened in this area. The main challenge of this intervention is taking advantage of the new train arrival, which will reduce private transport utilization. It will also propose the opportunity to rethink the shape and use of the RN3 in this area, thus converting it in a boulevard.
T£GM	As in many places across Europe, people in Greater Manchester live with the legacy of mobility infrastructure decisions that have failed to put people first. These decisions have, instead, led to excessive dependence on cars for day-to-day travel. This legacy includes poor air quality; serious road traffic injuries and deaths; people struggling to incorporate physical activity - such as walking and cycling - into their daily lives; major roads dividing communities; parents worried about how to keep their children safe and active and increased isolation for older people, those with mobility impairments and people without access to a car.	IAP site will focus on a stretch of A627 between Oldham and Ashton. This corridor does not work efficiently for moving people equitably and also impacts on health, environment and heritage of the surrounding communities. Examples of the challenges to address include: Congestion and high car use, delays in bus times, poor reliability and poor-quality waiting areas and inadequate pedestrian and cycle facilities. This situation does not support nor create the right conditions to get more people walking, cycling and using public transport.

3.2.2

Themes related to the IAP

The key issues established by the State of the Art are grouped together under the following four themes and their corresponding subthemes:

RETHINKING FOR REORGANISING HOW WE MOVE

The main objective of mobility infrastructure is to physically support mobility flow types to ensure adequate accessibility throughout the metropolis. Rethink our existing infrastructure and reorganise the way we move is the RiConnect network's first major step, rather than planning new infrastructure. How will this be done? We will optimise the use of combined means of transport in favour of more efficient mobility.

- Towards efficient mobility
- Towards equitable mobility

RETHINKING FOR INTEGRATING THE INFRASTRUCTURE

While mobility infrastructure connects the entire territory (territorial scale) it must also be understood as part of the public space and heritage of neighbourhoods it passes through (local scale). Mobility infrastructure is one of few urban elements with this multi-scale feature. Taking into consideration this aspect-rethinking infrastructure for simultaneous integration at local and metropolitan levels) and activating all residual spaces in its proximity has enormous potential to alter the current situation, attaining a more liveable and interesting metropolis

- Towards a redesign of mobility infrastructure and its surroundings
- Towards giving value to its cultural heritage

RETHINKING METROPOLIS PLANNING

Levels of mobility are related to the urban settlements supported (density, types of urban uses, etc.) as well as offering and costs (money, time, etc.) of transport available. Planning the territory with sustainable mobility criteria in mind and the other way around, rethinking mobility from a territory standpoint is required for having a short distance metropolis. People, activities, facilities, workplaces, leisure and gateways to public transport must be located close by, ideally under 15 minutes by foot or bicycle. This strategy fosters sustainable neighbourhoods, builds local communities, reduces social segregation and diminishes needs of mobility's highest costs.

- Towards intensifying the main public transport stops
- Towards unlocking urban regeneration and urban development

RETHINKING FOR ADDING ECOSYSTEM FUNCTIONS

Mobility infrastructure has the potential to not only play a neutral role in the environment, but to contribute actively in improving it. Its lengthwise proportion, vast dimensions, "kidnapped" spaces and other features could be repurposed to add ecosystem functions for a more complex, inviting, efficient, equitable, sustainable and attractive mobility infrastructure

- Towards a better environment
- Towards assuming metabolic functions

These four themes described in the State of the Art are related to the partners' IAPs and will form part of the overall strategy of the plans, as shown in the table.

The table also clarifies the level of priority of the different themes in each IAP.

- Theme 1 is the priority of three metropolitan areas: OMG-G-S, KMA and TfGM.
- Theme 2 is the priority of three metropolitan areas: AMP, MDAT and VA.
- Theme 3 is the priority of two metropolitan areas: AMB and MGP.
- Theme 4 is relevant for all the areas, especially two metropolitan areas: OMG-G-S and MDAT, which give it medium priority.

The priorities established by the partners, together with the existence of best practices as regards sharing everything about the theme, influenced the decision when it came to choosing the cities that would organise the thematic meetings.

	REORGANISING HOW WE MOVE		INTEGRATING INFRASTRUCTURE		PLANNING THE METROPOLIS		ADDING ECOSYSTEM FUNCTIONS	
	TO AN EFFICIENT MOBILITY	TO AN EQUITABLE MOBILITY	TO REDESIGN INFRASTRUCTURE + SURROUNDINGS	TO PUT IN VALUE ITS PATRIMONIAL HERITAGE	TO INTENSIFY THE MAIN PUBLIC TRANSPORT STOPS	TO UNLOCK URBAN REGENERATION + DEVELOPMENT	TO A BETTER ENVIRONMENT	TO ASSUME METABOLIC FUNCTIONS
AMB	To redistribute the space dedicated to infrastructu-res in order to include different transport means capable of making cities competitive in mobility terms	To incorporate all needed transport means so no citizen remains disconnected	To rethink the space invested in infrastructures to increment its quality as public space	To recover infrastructures' paper in territory organisation	To locate activities both near citizens and new infrastrutures	To regenerate and densify urban tissues near to new centralities, through the utilisation of mixed use buildings	New and refurbished in-frastructures will include green areas which could assume ecosystemic functions	The river as a valuable productive infrastructure, leisure place and ecologic corridor
AMP	To contribute to modal quotas' changes, amplifying active mobility and public transport's share of space	Among the citizens which may improve their accessibility conditions, the most deprived will be specially taken into account	Links with the following objectives: better public space quality and better mobility conditions for its inhabitants	It can contribute to recover social and territorial cohesion	To include in infrastructures public transport dedicated space will provide a bus corridor, counting on new stops and new nodes	All these improvements will attract inversions and, consequently, more residents	The area must preserve existing trees	It could be propose to include vegetal species able to delete carbon, helping to clean polluted air
OMG-G-S	To rethink the use of existing infrastructures, proposing to inhabitants and tourists car alternatives: railway, water transportation and active mobility	To favour inhabitants by the reduction of traffic congestion, regaining road safety and getting rid of noise and pollution during summer	The integration of new mobility channels for the citizens counting on the existing public space	To recover pedestrian ways parralel to the shore, characteristic of this peninsula	Rail transport will generate new stops which should be placed in already existing centrality nodes or in nodes which could gain this centrality over time	Improvements on mobility could help the zone to stop being a stational area	In this peninsula's unique ecosystem the environment must be protected, which will guarantee citizen's quality of life	Using water transportation means can be considered an energetic and emissions saver
KMA	Getting to increment public transport usage on a metropolitan scale, combining its utilisation with the FAR, buses, Park and Ride and active mobility	The diversifica-tion of elegible transport means increment accessibility of all social groups, with independence of their age, economic range or diability level	To integrate infrastructures and to improve public space's quality between residential areas and transportation nodes	To revitalise old historical buildings associated to mobility infrastructures, incorporating new uses	To centralize the gathering between all different transportation networks in transportation nodes created around new FAR stations	It is not contemplated a possible densification as a result of the FAR implementation in the Krakow metropolitan area	As a consequence of the shift towards public transport in spite of private vehicles, a less polluted air will be achieved	
MDAT	Transversal utilisation military infrastructures to connect neighbourhoods with old -streets- and new - metro and water transportation - mobility axis	To recover pedestrian paths which are now closed and can help somehow to re-balance accessibility to surrounding neighbourhoods	Planning centered in community improvements: creation of friendly routes for walking or cycling, totally integrated on their surroundings	To recover he place's patrimonial value	Special attention to new exchange node's nearby spaces	A new strategic place of centrality, able to activate an urban regeneration, including new cultural and administrative facilities and new business areas	Priority for green spaces. Use of Nature Based Solutions to preserve park's ecosystem, trying that way to conserve all species	Natural not paved spaces' preservation can stablish a natural drainage area
VA	Improving train-tram-bus-car-bicy-cle- pedestrian interchange. Door to door journeys as an alternative for car-based journeys.	Secure spaces for everyone	Decreasing barriers between neighbourhoods and their surruondings. Putting pedestrian first and creating socially attractive spaces.	Reinstating mo-dernist-brutalist infrastructure and architecture, combining with glass open structures and with modern mixed-use	Densification of neighbourhoods next to the main public transport corridors.	40-40-20 rule for housing and mid-segment housing, transforming currently dead space -socially unsafe, dark and dirty. Mixing uses -office, dwellings and restaurants.	Including green areas, connecting green belts and try to recover green space for infrastructure when possible	Rain proofing and incorporing solar panels
MGP	To promote active and shared nodes and intermodality for a sustainable mobility. The quarter hour city	To improve metropolitan area's accessibility for its inhabitants and users	To transform roads and motorways into urban boulevards, thus improving public space	To incorporate lost values in case they are found in the process	To accept new exchange node's centrality, rethinking surrounding infrastructures to optimise the connection between theese nodes and neighbourhoods	To foster densification and mixed-use in the IAP site. Developing new models of working and living.	Recover the green connection between Parc Forestier de la Poudrerie and Bois de Bernouille	Cross-cuting issue
T£GM	To rethink infrastructures incorporating various strategies already developed in Manchester: bus strategy QBT, Bee Network and streets for all atrategy and scheme	To check how these strategies help to achieve a more equitable mobility for all citizens	Implementing public realm allongside bus priority. Making schemes fit well with the town centre.	Taking into account the very old buildings on King Street as heritage.	Focusing on PT hubs. Simplify pedestrian movement to connect.	Working supporting town centre regeneration and spatial planning. Focus on PT hubs	A holistic approach to adressing. Green infrastructure suds. Climate change, public health and safer streets.	

3.2.3

Potential needs and contributions

A table has been drawn up that show each partner's potential contributions in terms of experiences and best practices as regards the themes.

Experience of the network is demonstrated in Reorganising how we move: all the metropolises, with the exception of MDAT, have activities in place - experiences, best practices, or both - related to theme 1.

Integrating the infrastructure is another of RiConnect's strong points, as all the cities without exception implement best practices for sharing matters related to theme 2.

As regards theme 3, Planning the metropolis, many cities have theoretical experience to share, although only three have implemented best practices: Amsterdam, Paris and Barcelona.

In respect to theme 4, Adding ecosystem functions, several experiences are recorded that are tangentially related to the theme (air quality) and only three metropolitan areas were able to show us their best practices, MDAT, VA and MGP.

To strengthen the network in themes 3 and 4, two webinars with experts will be organised for all the partners between transnational meetings (see the next chapter). These transnational meetings will be organised by the partners with the most experience in these themes.

The skills to be developed for each one of the partners are also shown in a table.

The partners' needs coincide in requesting help to address the intrinsic processes of the URBACT methodology: the co-creation of an Integrated Action Plan and how to manage the URBACT Local Group. LP and LE will be waiting for URBACT to complete all the support (USU, online support, etc.) required by the partners and the network.

Two ad-hoc expert will be potentially engaged in the course of the elaboration of the IAP in close coordination with the Lead Expert. In order to better implement the dialogue-oriented URBACT methodology and embed the projects with clear goals and vision and local actions, one expert will support the planning teams of the respective metropolises. The other expert will support the partners on how to set up and run an ULG.

The partners also request specific themes of the RiConnect implementation process. Related issues that include explaining the first step in infrastructure transformation, the type of actions that can be performed and their requirements, how to pay and how to explain the process.

As regards other needs expressed by the partners, a complementarity can be sensed, inasmuch as they will be recognised in order to encourage exchange in transnational meetings.

		REORGANISING HOW WE MOVE	INTEGRATING INFRASTRUCTURE
AMB	EXPERIENCES	• PDU Draft, 2019 • New grid mobility model bus network	• Good practice catalogue to soften the artefact
	GOOD PRACTICES	• Cycling & pedestrian connection 2018 • New metropolitan bycicle network	• C-31 Badalona. AMB, 2016 • Elevated gardens of Sants 2016
AMP	EXPERIENCES	• SUMP, Sustainable Urban Mobility Plan	• Urban Qualification of Circunvalação
	GOOD PRACTICES	• Expansion of metro network and cycle network • BTS	• Lais de Gaia
OMG-G-S	EXPERIENCES	• SUMP, Sustainable Urban Mobility Plan	
	GOOD PRACTICES	• Cycling policy	• Gdańsk local spaces
KMA	EXPERIENCES	• The CFA conception of transport systems integration • Reorganisation mobility in the CFA	• Collective transport stops Recommendations • CFA Recommendations for Park & Ride car parks (P+R)
	GOOD PRACTICES	• Cycle lanes strategy	• Stations and Park & Ride car parks (P+R), p.e.: Skavinia • Krakow central station
MDAT	EXPERIENCES		
	GOOD PRACTICES		• Thessaloniki Coastal Front Strategic Plan
VA	EXPERIENCES	• Policy Framework Mobility Vervoerregio Amsterdam • Airportsprinter	
	GOOD PRACTICES	• Bicycle streets • Underground bikeparking	• Amsterdam Central Station Shared Space • Elandsgracht Amsterdam
MGP	EXPERIENCES	• Sustainable Mob.Plan+Plan for public spaces & travel • Paris Express	• Promote walkability areas • Quarter hour city
	GOOD PRACTICES		• New boulevards • Seine Rivertbank Re-Configuration
T£GM	EXPERIENCES	• Bee Network	• Streets for All
	GOOD PRACTICES	• Bee Network lanes	• Streets for All, Oxford street

POTENTIAL CONTRIBUTIONS			NEEDS
PLANNING THE METROPOLIS	**ADDING ECOSYSTEM FUNCTIONS**	**GENERAL SKILLS**	
• APN URBACT III, Sub>Urban Reinventing the fringe, 2015 • 22@ Barcelona	• ZBE Barcelona	• Theoretical, executive and monitoring potential of the AMB. • Experience in international projects • Experience in projects management and economic funds • Experience in territory infrastructure integration	• To work with all stakeholders from the beginning • Skills for co-creation • Lack of experiences of co-production, participation and communication processes support • How to incorporate technical support by non-permanent members and external teams
• La Sagrera, Barcelona • Plaça Europa, L'Hospitalet de Llobregat	• Recover of riparian space, Llobregat		
• The Urban Requalification Study	• SMART MR	• AMP has senior officers with adequate training for the development and implementation of the actions foreseen in this network, in addition to having a network of municipal technicians with experience in URBACT networks, territorial planning and mobility	• Methodologies to Co-Design an IAP • Experience in participative processes • Learning how to involve citizens
	• Low-carbon economy plan for the OMG-G-S, 2015	• Engagement of multiple stakeholders • Full cooperation between partners • Public participation methods	• To tackle an urban problem or address an urban policy challenge and develop solutions through the production of an integrated action plan • To involve inhabitants and relevant key stakeholders in the design and delivery of local urban policies • Designing and testing small scale solutions at a local level • Learning from peers across Europe • Enhancing capacities for policy-making
• Krakow metropolis Development Plan 2030	• Smart edge, SMA and the Role of The Edge City • Implement innovative buses and trams at least Euro 5	• Cooperation with stakeholders within Sustainable Mobility Forum • Creating documents on the area of metropolitan transport planning (good practices)	• Analytical skills • Skills in methodology building • Improving the way of working with all the stakeholders within ULG • Testing specific proposals • Communication skills, experiences in setting up and running sustainable Mobility Forum • Coordinating skills (KMA experiences after workshops, events, meetings) • Learning from other models of metropolitan governance management to better implement strategies and tools such as SUMP
• Resilient strategy 2030	• Interreg MED REMEDIO Project	• Experience at inter-municipal regeneration projects • Participatory Process Redesign Model and Methodological Guide for accelerating integrated mobility and urban planning solutions • Definition and monitoring of Urban Resilience indicators	• Raising their awareness and involvement in the participatory process • Mobility and urban planning solutions • Finding innovative solutions to local mobility problems
	• Metropolitan Park Pavlos Melas		
• Koers 2025		• Experience in cycling policy and design, improving public transport, tendering procedures, traffic safety, infrastructure realisation, and optimisation of the public transport network	• Limited skills with public participation • No experience in collaboration with the public and representative associations: learn how local residents can be involved more integrally • Need to find out what type of measures have useful effects. Transfering results and experiences within the organization and the local ecosystem • Limited experience in European Cooperation and Transfer of externally sourced knowledge and examples
• Amsterdam Zuidasdok	• Plantage Middenlaan • Wadi Zuidelijke Wandelweg		
• SCOT, Strategic TCS at metropolitan scale • New Paris Express stations	• Resilient coating I+D	• Expertise and reflections on accessibility, intermodality, resolution of urban breaks	• Share the experiences of other metropolises in order to draw inspiration from solutions that work on similar situations • Enrich MGP expertise and knowledge through the projects of other European cities
• Rose de Cherbourg, La Défense • Paris Rive gauche	• biognv		
		• Transport for Greater Manchester Transport Strategy directorate, have high levels of experience in integrated action planning, participative approaches, cross-sector working and project management • Experience in fostering a co-ordinated and participative approach is our work to develop a multi-modal Streets for All	• Greater Manchester would benefit from learning more about how other metropolitan areas across Europe address the same challenges we face in our city-region • Better understanding of the process that partners in other European metropolitan areas go through to identify issues and opportunities

3.2.4

Parallel themes

As explained in the State of the Art and as seen later in the partner profiles, the processes for rethinking mobility infrastructure are very complex. Their implementation requires adapting or even constructing the necessary tools. After looking at the SWOT analysis and studying the 'potential needs' in the previous section, there is an evident gap in the network for a participatory implementation of the comprehensive urban infrastructure transformation plans and their scope of influence. For this reason, it would be advisable during the second phase to hold four thematic knowledge meetings in parallel to help construct the necessary tools for ensuring that these processes are carried out well. These matters will be included in transnational meetings and/or webinars of the second phase.

Types of actions for rethinking mobility infrastructure

The network partners do not have much experience in drawing up IAPs as reflected in the needs. The USU, guides and webinars will provide necessary know-how and may be complemented if deemed pertinent by the network. At the same time it is considered advisable to classify the actions that can be used in the IAPs at network level for two reasons: firstly, when the partners draw up their respective IAPs, they need to be aware of the range of available actions and secondly, find out which types of action have been used the most and draw conclusions at network level.

The following classification has been set out, with the purpose of developing the actions during the Phase 2:

- Physical (infrastructure) / Not physical (soft investments, policies)
- Developmental (improve what previously exists) / Disruptive (change the rules of the game)
- Specific (in a specific place) / Systemic (for example, along a road)
- High cost (expensive) / Low cost (cheap)
- Limited by time (for example, a subsidy) / No time limit (for example, constructing equipment)

Special mention must be made of **small scale actions (SSA)**. RiConnect proposes actions that are physical, disruptive, specific, low cost and limited by time (at least a few weeks). They have to respond to one or several themes and must be able to verify the effectiveness of an IAP strategy. Therefore, they should have indicators. Some examples include: cutting off roads and pedestrianising them for passers-by and people living in the neighbourhood, create new passes, incorporate uses, domesticise infrastructures, add vegetation, etc.

Funding and financial options for rethinking mobility infrastructure

Mobility infrastructures are related to major public investments. Rethinking their role and their relationship with the environment requires making significant investments over time. Sustained austerity within public finances means that cities need to think differently about how to fund their activities, to be creative, to do more with less. The partners have displayed the need to explore other creative options, such as, increasing the budget on the one hand and, on the other, reducing the direct costs of the associated projects/services/maintenance. During the second phase, the following lines of action will be explored:

Increase public budget:

- EU funding and support
- Local revenues: Project related income/Pricing measures for car use/Development charges and value capture
- External finance: municipal and green bonds/alternative types of finance

Reduce direct costs, services and maintenance:

- Public/private partnership
- Smart design
- Step by step

Involving local stakeholders and organizing decision-making for delivery

To successfully rethink a better, more accessible, equitable, attractive, open and sustainable metropolis, it is essential to change the mobility model and also rethink and transform mobility infrastructures and their surroundings. Both things can be done simultaneously, as they complement each other. However, both objectives directly affect the daily lives of many citizens/businesses/operators/power groups, which will immediately resist the change (and with them the elected representatives). Therefore, it is indispensable to involve the players that are co-authors of this new metropolis and the changes that will have to be made.

The network's metropolitan areas have extensive experience in drawing up projects with multiple players, but never with such a wide diversity of players. How can they be involved). What is the process governance like? How can the driving forces be elected? These are just some of the questions that will be made by the network during the second phase.

Communicating to enlighten and enable citizens through the IAP process

The network will have a Communication Plan to define the communicative actions at an international and national scale, for the purpose of explaining and sharing the knowledge obtained by the partners and network itself throughout the two years when the different IAPs are being developed. However, the communication strategies will go further and will also form part of the IAPs themselves.

RiConnect intends to rethink mobility infrastructures. Rethinking them means affecting them; consequently, directly affecting their users. Drawing up and implementing the plans with all the players, timely planning and explaining them well, giving users time to reflect upon the consequences and prepare themselves for the changes is fundamental for the success and acceptance of the actions that are set into motion. The IAPs should contemplate a series of small communicative actions that can be used to accompany and explain the process to users and the effects the mobility infrastructures it will have on affected citizens. During the second phase, the communicative actions will be decided, as well as the people to whom they will be addressed and the best techniques and methods will be established to ensure that not only the message reaches them, but also manages to become aware of these people's concerns and needs.

3.3

RiConnect methodology and outputs

The network will apply the URBACT methodology, which is about integrated and participatory exchange and learning activities, at both a transnational and local level.

During the first phase, the RiConnect network has identified four themes with two subthemes each, which have been proved relevant to all partners. These themes and subthemes will be developed during the second phase, with the objective to rethink mobility infrastructure to reconnect people, neighbourhoods, cities and open spaces. For each theme and subtheme, the partners have raised several questions to be further explored in the transnational exchange and learning meetings (TE&LM).

- Rethinking for reorganising how we move
  - Towards efficient mobility
  - Towards equitable mobility
- Rethinking for integrating the infrastructure
  - Towards a redesign of mobility infrastructure and its surroundings
  - Towards giving value to its cultural heritage
- Rethinking metropolis planning
  - Towards intensifying the main public transport stops
  - Towards unlocking urban regeneration and urban development
- Rethinking for adding ecosystem functions
  - Towards a better environment
  - Towards assuming metabolic functions

There are two main needs shared by almost all partners: First, the co-creation of an Integrated Action Plan and how to manage the URBACT Local Group. LP and LE will be waiting for URBACT to complete all the support (USU, online support, etc.) required by the partners and the network. Second, the partners also request specific themes of the RiConnect implementation process. Related issues that include explaining the first step in infrastructure transformation, the type of actions that can be performed and their requirements, how to pay and how to explain the process. As a process oriented network, in the TE&LM the network will develop the parallel themes listed below:

- Types of actions for rethinking mobility infrastructure
- Funding and financial options for rethinking mobility infrastructure
- Involving local stakeholders and organizing decision-making for delivery
- Communicating to enlighten and enable citizens through the IAP process

The main transnational exchange and learning meetings will be:

1) TRANSNATIONAL MEETINGS: Duration 2 to 3 days

- 4 thematic meetings mainly devoted to the four main themes and questions of the RiConnect network (including the kick-off meeting, which is also a thematic meeting), that combine the following exchange and learning components: Interactive thematic workshops and presentations; good-practice visits and/or visits to the IAP sites; IAP monitoring, updating session about IAP (with possible involvement of the local ULG); exhibitions about the topic discussed; surprise event; and running of the network.
- 1 midterm reflexion (MTR) with a field trip: It will serve to identify where we are, to focuss on progress assessment of IAP production based on the Draft IAP, to discuss the results related to the thematic meetings and to rethink if there is the need to change some aspects of the network and the local IAP. A field trip will be organised just after the MTR to see best practices in another metropolitan area outside the RiConnect network, Metropolregion Rhein-Ruhr (tbc), to learn how it deals with its high population density, cities and infrastructures.
- 1 IAP meeting: A technical meeting to work on the final version of all local IAPs, to solve doubts, to answer questions or to help in any way PP to finish their IAP. We will also hold a special session on financing sources.
- 1 final meeting: A shared conference with APN URBACT network Space4people and other projects and networks dealing with rethinking infrastructures, transport and urban planning, such as GenderedLandscape, From Roads to Streets or Urban Transports Community from Interreg MED, among others. All partners will meet in order to exchange, disseminate and capitalise the main conclusions of the two years work.

2) ONLINE MEETINGS: Duration 3h

- 2 webinars: Webinars will be held at the same time, consisting of a double presentation, in accordance with the calendar. Their purpose is to promote themes 3 and 4, where the network has less experience, presentations on Parallel Themes that could later be addressed during the following transnational meeting, etc. The capacity building webinars offered by the URBACT will also be scheduled.
- 1 IAP face-to-screen review: It will be the last individual IAP review and support from the LE/LP to all partners. A slot of 1 h per partner will be scheduled to go through to the final feedback and improvements of the document. As a process oriented network, a special emphasis will fall on IAP's implementation (the definition of the actions, who will be responsible to implement it, time frames, dependency on other actions, resources, etc.).

3) OTHER MEETINGS:

RiConnect will be very active in thematic exchange, capitalisation and dissemination with other networks, discussion forums, and dissemination and communication activities. Many cities around the world are working towards the same challenges, as indicated in the State of the Art. One of the network's priorities will be to share best practices, create synergies and attract politicians' attention. Below is a list of some of the interactions that will be promoted during the Phase 2.

Space4people and RiConnect: RiConnect will be invited to the Space4people held in Badalona during 2020 and RiConnect will also organise a best practice visit at a metropolitan level for them. Finally, both projects will organize a common final event in Barcelona in April 2022:

GenderedLandscape: RiConnect will be invited to their meeting in Barcelona in February 2021, with the main spotlight on the need to introduce gender as a crosscutting element in the municipal public policies (urban planning amongst them). On the other hand, GenderedLandscape will be invited to the final event at the AMB, in April 2022, to learn from their main conclusions.

Thriving Streets will be invited to participate in the Porto meeting in October 2020 and RiConnect will be invited to the meeting held in San Tirso in 2021.

From Roads to Streets (METREX) and **Urban Regeneration in the City Fringe** (EUROCITIES) are two twin networks with a very similar approach to our own. RiConnect was invited to give a presentation and discuss similar challenges in October 2019. We will have a continuous exchange with this network over the next two years, inviting representatives from each network to the various events, creating synergies and sharing knowledge and conclusions.

MDAT has already used data, methodologies and design tools offered by the **SOSCLIMATEWATERFRONT** project, H2020, for the Kodra ex-military camp (Thessaloniki IAP site). The Kodra ex-military camp is situated on the coastal zone of the Kalamaria municipality and it was the case study area for the international workshop held in Thessaloniki (October 2019) within the framework of the SOSCLIMATEWATERFRONT project. URBACT RiConnect Network will develop synergies with SOSCLIMATEWATERFRONT and the Doctorate Consortium, in order to especially develop the IAP issues related to subtheme 4, Adding Ecosystem functions. http://sosclimatewaterfront.eu/sos/project

The **Urban Transports Community** is an Interreg MED Programme initiative that promotes sustainable urban mobility planning across the Euro-Mediterranean region. It joins seven territorial cooperation projects with almost 100 organisations active in 12 countries. This initiative will propose, capitalise on and replicate effective and sustainable mobility solutions in order to reduce carbon emissions and improve the quality of life of the population and the environment. Some exchanges will be carried out during the second phase. https://urban-transports.interreg-med.eu/

The **European Metropolitan Authorities** (EMA) is a forum for leading politicians from Europe's main metropolitan cities and metropolitan areas. It is a platform for political dialogue among metropolitan areas and cities, European institutions and national governments. RiConnect partners participate in the EMA meetings. The next EMA meeting will be held in the Porto Metropolitan Area in November 2020, with the main topic being Sustainable Urban Transport. http://www.amb.cat/en/web/amb/area-internacional/ema

The **POLIS network** of European cities and regions is working together to develop innovative technologies and policies for local transport, promoting sustainable mobility through the deployment of innovative transport solutions. Project partner members from Polis are the Metropolitan Area of Barcelona, Transport Greater Manchester, Grand Paris, Thessaloniki and Vervoerregio Amsterdam. This platform seeks to disseminate and capitalize on RiConnect knowledge and conclusions. https://www.polisnetwork.eu/

EMTA Network – European Metropolitan Transport Authorities has three partners: Porto Metropolitan Area, Vervorregion Amsterdam and Transport for Greater Manchester are members of this network. It can be used to share results, learn, and promote exchange. https://www.emta.com/

For the transnational E&L meetings the partners have agreed on the following:

- For RiConnect, the transnational E&L meetings are a unique opportunity to bring the knowledge and challenges from a local to a transnational level: sharing, learning and discussing them to finally co-design the common tools and strategies that everyone will be able to implement and test at a local level. To generate this continuous flow of knowledge between the transnational and the local level, it is necessary for the right people to interact. Each partner has budget to take up to four people to each transnational meeting;
- On behalf of each partner, the two same members will participate in each meeting to ensure the continuity in the exchange and learning. Normally, these will be the partner's project coordinator, who will also be a member of the Steering Committee, and the ULG coordinator, who is responsible for linking the transnational and local levels;
- Each partner can bring – besides the ULG coordinator – at least one ULG member with him or her; this person has to be able to understand and speak English and should have an interest in the thematic focus of the meeting;
- Active participation in preparation, implementation and follow-up of the meetings;
- Every partner will host one transnational meeting during the second phase (except for TfGM, which has already host the final meeting of the first phase). The host partner will have an active role on:
    - Supporting the organisation by fixing appointments, arranging accommodation and meals, making the products and printings needed for the TE&LM, transferring assistants from one place to another to help them sticking to the schedule, booking rooms for meetings, organising the surprise event, etc.
    - Presenting their local situation in relation to the theme and in general with the RiConnect topic discussed.
    - On the thematic meetings, co-designing the thematic content together with the co-organiser, the LE and the LP.
    - Uploading all the Power Point presentations, photos, videos, etc. to the RiConnect Basecamp.
    - Helping to write and produce the documents and products to share and communicate the outcomes of the TE&LM, e. g. "The RiConnect Chronicles".

OUTPUTS		MEETING SUBJECT	TOPIC AND QUESTIONS		PARALLEL THEMES	OTHER ISSUES	SITE VISITS
2020							
31 MAY **COMMUNICATION PLAN** 1xNetwork LP (LE PP inputs)	ACTIVATION	JUNE **THEMATIC MEETING 1** **Reorganising how we move** Host: **KMA** CoOrganiser: **TfGM**	**To an efficient mobility** • How do we re-allocate road space for new types of mobility? • How to move more people rethinking the current infrastructure? • How to change the behaviour of daily travel?	**To an equitable mobility** • How can we design cities fully accessible for people with disabilities, children, older people, women? • How do we manage to offer public transport affordable for everybody?	**Communication** (1/2)	**How to set up and run an ULG** IAP Roadmap **Assess ULG** *Face to Face* **WP1 management**	**KMA IAP site** **Key mobility infrastructure** **Relation with the Downtown**
2 JUN **1ST PROGRESS REPORT** 1xNetwork LP (PP inputs)							
7-10 JUL **SUMMER UNIVERSITY** All partners must attend							
AUG **ULG CONSOLIDATION** 1xPartner (LE support)		OCTOBER **THEMATIC MEETING 2** **Integrating infrastructure** Host: **AMP** CoOrganiser: **OMG-G-S**	**To redesign the infrast.** • How to break barriers improving accessibility? • How to redesign minimising space wasted? • How to improve its urban quality and convert this back space to new central spaces?	**To give a value to heritage** • How to manage Public Land heritage? • How to take advantage of local and heritage identity? **Thriving streets** APN synergies	**Involving local stakeholders and organizing decision-making for delivery**	**IAP Structure** Set up a preliminary IAP structure to facilitate comparison **USU evaluation** Evaluate the USU and define capacity building activity **WP1 management**	**AMP IAP site** **Lais de Gaia, integrated infrastructure**
30 SEP **IAP ROADMAP** 1xPartner (LE support)							
2020 SPACE4PEOPLE APN synergies - Badalona							
NOV **EMA** APN synergies - Porto							
SEP **INTERREG EUROPE-SMART MR** Final event - Barcelona		NOVEMBER **WEBINAR 1** Organiser: **LE+LP**	**Rethinking the infrastructure for rethinking the Metropol**		**Types of actions for rethinking mobility infrastr.** (1/2)		
2021							
THRIVING STREETS APN synergies - San Tirso	PLANNING ACTIONS	JANUARY **THEMATIC MEETING 3** **Planning the metropolis** Host: **MGP** CoOrganiser: **AMB**	**To intensify PT stops** • Synergies between Urban Planning & Mobility? • How to design a short distances metropolis? • How to balance the metropolis?	**To unlock urban regeneration/development** • How to rethink the infrastructure as a trigger to get better metropolis? • How to incorporate mixing uses, density, social infrastructure...?	**Types of actions for rethinking mobility infrastructure** (2/2)	**Small Scale Actions** *Provide best practices and methodologies to implement SSA* **Assess IAP** *Face to Face* **WP1 management**	**MGP IAP site** **GPEX/Pleyel & Bris 2024** **SSA ex: Couleé Verte Paris**
FEB **GENDEREDLANDSCAPE** APN synergies - Barcelona							
		MARCH **WEBINAR2** Organiser: **LE+LP**	**The potential of mobility infrastructure to implement Nature based solutions**		**Funding and financial options for rethinking Infrastr.** (1/3)		
MTR CONSOLIDATED DRAFT IAP All PPs to discuss it in the MTR		MAY **THEMATIC MEETING 4** **Adding Ecosystem functions** Host: **MDAT** CoOrganiser: **VA**	**To a better environment** • How rethinking infrastructure can collaborate in resilience and climate change? • How to restore natural or modified ecosystems providing human well-being and biodiversity benefits?	**To assume metabolic functions** How to get shade and shelter? How to get clean water? How to get clean air? How to save and produce energy? Flood management? **SOSCLIMATE-WATERFRONT** H2020 synergies	**Funding and financial options for rethinking infrastructure** (2/3)	**Capacity building** Slot for a possible activity defined in the USU evaluation **IAP Draft support** *Q&A session on problem solving and bring ideas for the IAP draft* **WP1 management**	**MDAT IAP site** **Thessaloniki New Waterfront**
30 SEP **2ND PROGRESS REPORT** 1xNetwork LP (PP inputs)							
30 SEP **DRAFT IAP DELIVERY** 1xPartner (LE support)		SEPTEMBER **MID-TERM REFLECTION + FIELD TRIP** Host: **VA** CoOrganiser: **LE+LP**	**Mid-Term Reflection** • Check the IAP planning process (MTR survey) • Clarify network activities • Consider any changes to the Phase 2 workplan (State of action report)	**Network interaction**		**Progress assessment of the IAP production** *(every partner must have their IAP draft)* WP1 management	**Field trip** Visit of good practices in Amsterdam (Including VA IAP site, and outside our network, probably Düsseldorf
30 SEP **STATE OF ACTION REPORT** 1xNetwork LE (PP inputs)							
30 SEP **ARTICLE 1ST YEAR ACT** 1xNetwork LE (PP inputs)							
	IMPLEMENTATION	DECEMBER **IAP IMPLEMENTATION** Host: **OMG-G-S** CoOrganiser: **LE**	**Implementation** • Importance of identifying key stakeholders for implementation of actions • How to measure and monitoring the actions • Risk analysis related to implementation	**IAP meeting** • Define priority target groups and adjust the formats of IAPs • Improvements on actions definitions • Share results SSA	**Funding and financial** options for rethinking Infrastructure (3/3) **Communication** (2/2)	**Assess IAP** *Face to Face* **Share the LE&LP** training by the secretariat **WP1 management**	**OMG-G-S IAP site** **Gdańsk Brętowo** interchange
2022							
30 MAR **IAP PLANNING REPORT** 1xNetwork LE (PP inputs)	PLANNING	FEBRUARY **FACE-TO-SCREEN** Organiser: **LE**				**Assess IAP** *Face-to-screen* 1xPartner with LE&LP	
APR **GENDEREDLANDSCAPE** Net. Interaction - Barcelona							
MAY **FINAL IAP** 1xPartner (LE support)	FINALE	APRIL **FINAL MEETING** Host: **AMB** CoOrganiser: **Network Space4people**	**Final Meeting** • Sharing and comparing IAPs • Organise a large event with the focus on disseminate and capitalise the results and findings • Attract practitioners from outside URBACT	**CoOrganise the event with Space4people** **Involve URBACT GenderedLandscape, METREX and EUROCITIES** to discuss common outputs	**Implementation** Discussion focus on exploring the implementation possibilities and further collaborations after URBACT	**WP1 management**	**IAP site visit** Part of the final meeting will be done at the IAP site, where local stakeholders and elected members will be involved
MAY **FINAL NET RESULTS PRODUCT** 1xNetwork LP (LE support)							
MAY **URBACT CITY FESTIVAL** All partners should attend							
SEP **3RD PROGRESS REPORT** 1xNetwork LP (PP inputs)							

Proposed activites for the TE&LM

Specified below is the detailed methodology for the transnational meetings and each partner's specific role. This methodology is designed to assure a continuous flow of knowledge between transnational and local levels:

CONTENT PRESENTATION

- Theme/parallel theme presentation, introduction of the theme by the LE.
- Sharing best practices, in every meeting the partners -preferentially the host or co-organiser- will share experiences or best practices.
- Expert presentation, if necessary, a professional expert will be invited to the TMs to provide specific or practical content related to a particular aspect.
- Inspirational talks, a person with recognised prestige will be invited to each meeting to share their view on the matter, thus providing a wider horizon for the group's focus.
- IAP Pecha Kucha, short presentations from all the partners, with the purpose of sharing each partner's progress at a local level.
- Capacity building, in every meeting the LP and LE will present methodological content to be born in mind when developing the IAPs.

WORKSHOPS

These are the main activities in transnational meetings. They are working group sessions with different methodologies for learning, sharing and co-designing, which can then be locally replicated by ULGs. Several types of workshops will be considered:

Give and get sessions, designed to share local content related to the theoretical content revealed in presentations.

Learn and apply sessions, two kinds of workshops are proposed:

- propose strategies and actions referring to each partner's IAP transnational meeting. We propose strengthening the session by inviting experts so they can supervise the meeting, in order to exchange the local level with a transnational level.
- invite the hosting partner to the ULG so they may implement the lessons learnt in the transnational meeting in the IAP.

Pack and share sessions, co-produce a summary document of the transnational meeting to facilitate instant dissemination at a local level.

SITE VISITS

In every meeting, visits will be made to the local IAP sites and to see implemented best practices, so as to illustrate theme-related aspects.

TOPIC EXHIBITION

In every meeting, the LE, LP and organising partners will arrange an exhibition that matches the theme of the meeting with each partner's IAP. The exhibition will ideally be held in a public place where citizens can be invited, and even obtain their opinion by way of a suggestion box.

IAP MONITORING

There will be specific sessions dedicated to monitoring the IAP, related to the IAP presentation calendar. Furthermore, at the request of the LE, LP or one of the partners, some face-to-face workshops will be organised in parallel in some of the meetings, with the purpose of commenting specific local issues related to the IAP.

SURPRISE EVENT

In each meeting, the organiser will be asked to arrange an off-meeting session to reenergise the network and look at the topic from other perspectives.

RUNNING THE NETWORK, ISG MEETING

An administrative session to discuss common issues linked to project management, reporting of activity and budget provision, Synergie training. It will be done, normally, only involving the ISG partner representatives.

Comunication and dissemination

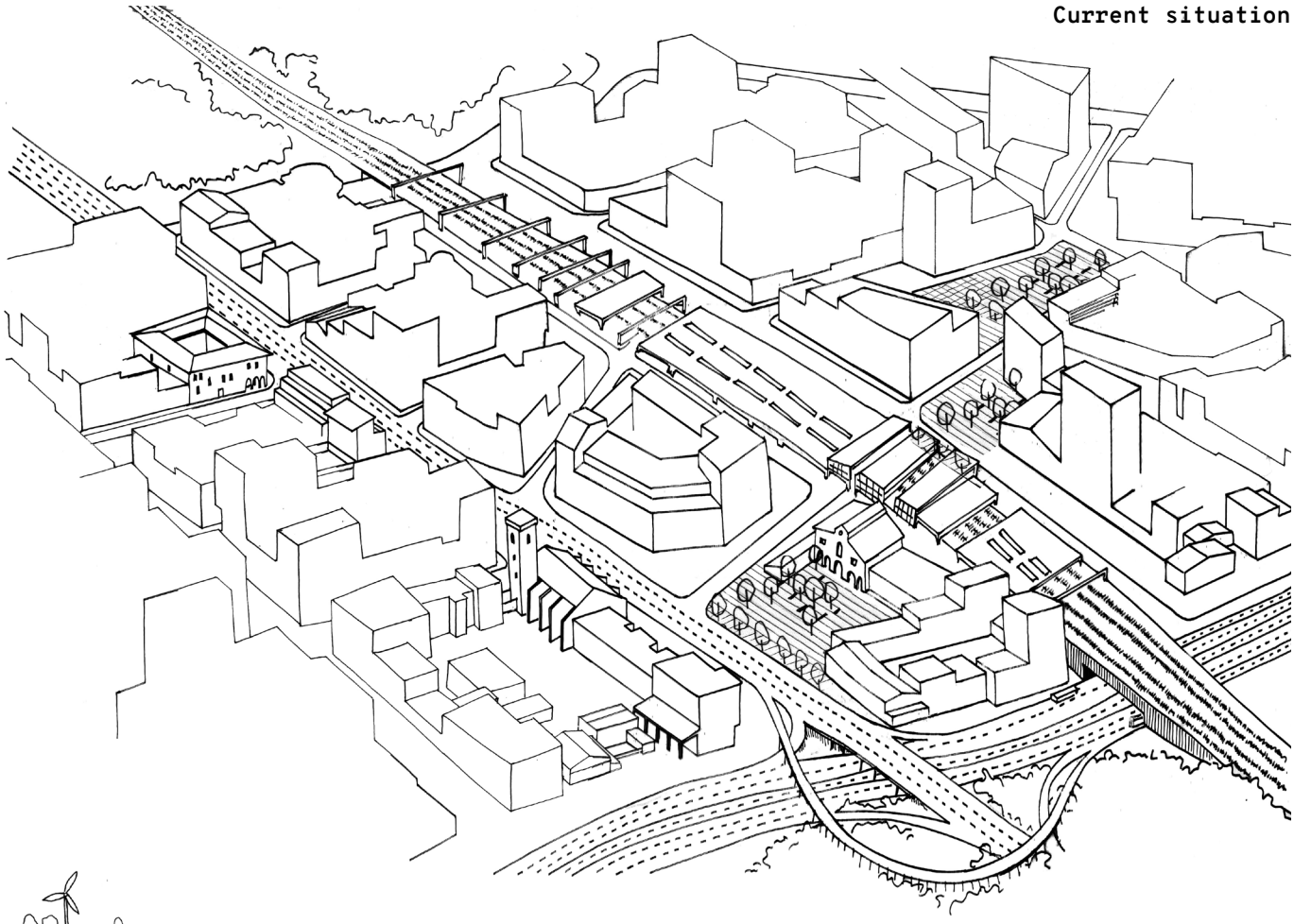
The communication and dissemination actions aim at ensuring efficient horizontal coordination amongst network members as well as broadcasting the project's goals, results and best practices at an international and local level, while raising awareness and influencing behaviour. The communication strategy determines key messages and tools as well as different levels of audiences (from international to local level) with various target groups. These are policymakers and decision makers, city/metropolitan networks, city/metropolitan institutions, influencers, professionals, URBACT community, RiConnect network members, National URBACT points, stakeholders, ULG members and citizens and affected users. During the second phase, RiConnect will deliver the following main outputs:

- Minimum of 24 updates of the **RiConnect webpage** on the URBACT website.
- Regular updates of the **Twitter account** (@RiConnectURBACT).
- Quarterly **newsletters** to all the members of the network and the groups of interest
- **The RiConnect Chronicles**: 9 transnational meeting reports (2 for the first phase and 7 for the second phase). [First issue of The RiConnect Chronicles is available HERE].
- A **Final Network Results product** designed to broadcast the results and share the knowledge gathered along the second phase in a visual, accessible and comprehensible way.
- **8 local events** at the end of the second phase to share the results of each IAP.

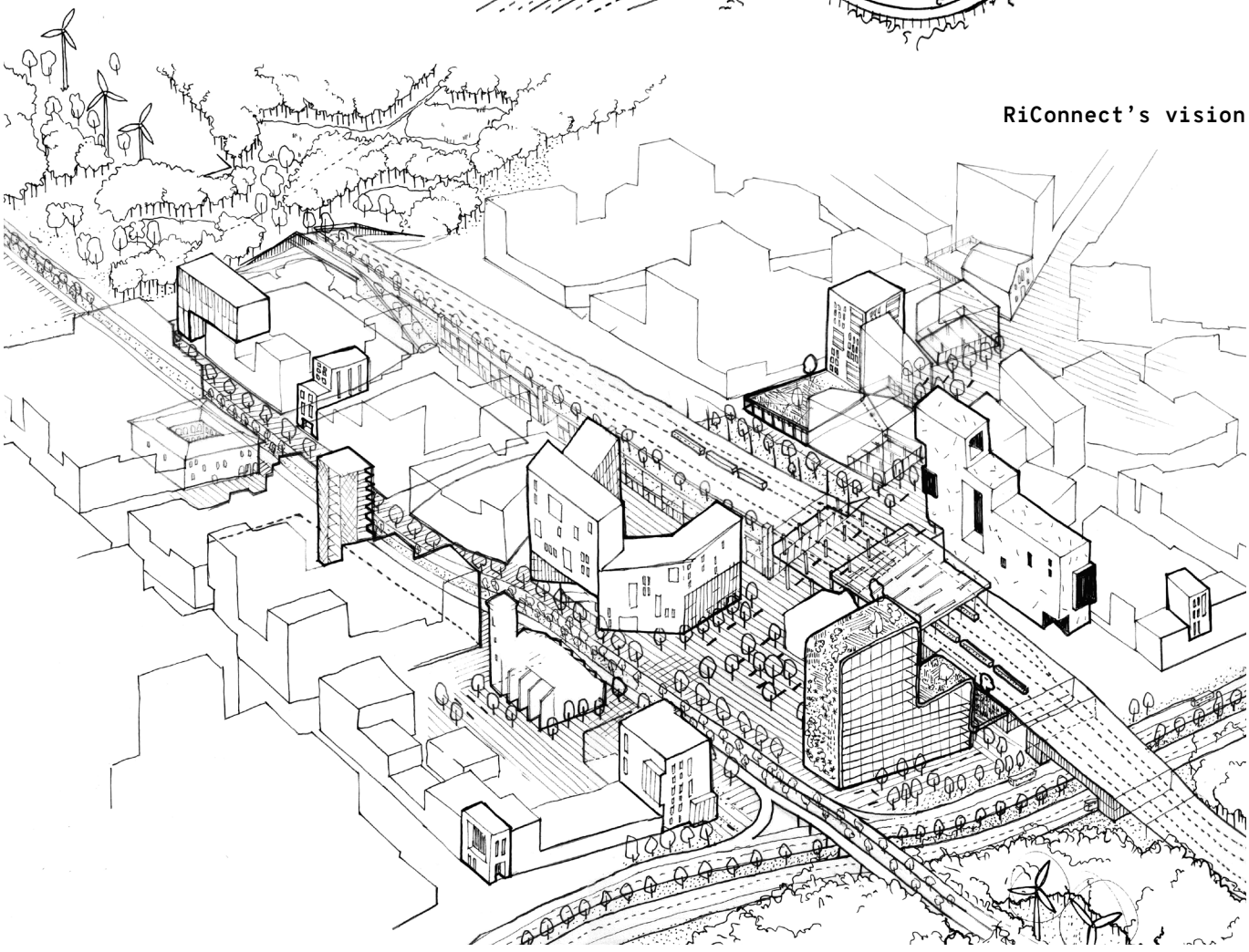
APN RiConnect – Potential for change

RiConnect is a network of eight metropolises whose aim is to rethink, transform and integrate mobility infrastructures in order to reconnect people, neighbourhoods, cities and natural spaces. We will develop planning strategies, processes, instruments and partnerships to foster public transport and active mobility, reduce externalities and social segregation and unlock opportunities for urban regeneration. Our long-term vision is a more sustainable, equitable and attractive metropolis for all.

Current situation



RiConnect's vision



References

[1]Pasidis, I., 2017. *Urban transport externalities – PhD in Economics*, Barcelona: Universitat de Barcelona.

[2]INRIX Research, 2019. *Global Traffic Scorecard*, London: s.n.

[3]United Nations, 2019. *World Urbanization Prospects – The 2018 Revision*, New York: United Nations.

[4]Transport for London, 2018. *Cycle Superhighways – Understanding cycling levels, traffic impacts, and public and business attitudes*, London: s.n.

[5]European Commission and UN-Habitat, 2016 / *The State of European Cities 2016, Cities leading the way to a better future*, Luxembourg: s.n.

[6]European Parliament, 2019. *News European Parliament.* https://www.europarl.europa.eu/news/en/headlines/society/20190313STO31218/co2-emissions-from-cars-facts-and-figures-infographics

[7]European Environment Agency, 2015. *Premature Deaths Attribuible to Air Pollution*, Copenhagen: European Environment Agency.

[8]Sub>Urban, A., van Tuijl, M. & Verhaert, I., 2016. *Baseline study - Sub>Urban reinventing the fringe*, Antwerp: URBACT.

[9]McKinsey global institute, 2016. *BRIDGING GLOBAL INFRASTRUCTURE GAPS*, Abu Dhabi: McKinsey&Company.

[10]Werland, S. & Rudolph, F., 2019. *Funding and Financing Options for Sustainable Urban Mobility*, s.l.: European Platform on Sustainable Urban Mobility Plans.

[11]Berlin Handbook, 2011. *Gender Mainstreaming in Urban Development*, Berlin: s.n.

[12]Orcholska, K., 2018. *Sustainable Urban Mobility Plan for Gdansk*, Gdansk: s.n.

[13]Nikiforidis-Cuomo Architects, s.f. *The New Waterfront of Thessaloniki.* https://www.thegreekfoundation.com/architecture/new-waterfront-of-thessaloniki-by-nikiforidis-cuomo

[14]LILA, 2014. *LA ROSE DE CHERBOURG Paris.* https://landezine-award.com/arriola-fiol/

[15]Sim, D., 2019. *Soft City: Building Density for Everyday Life.* First ed. Washington: Island Press.

[16]Transit Oriented Development Institut, n.d. *Elements of Placemaking.* http://www.tod.org/placemaking.html

[17]Davenport, J. & Davenport, J. L., 2006. *The Ecology of Transportation: Managing Mobility for the Environment.* First ed. Dordrecht: Springer.

[18]European Territorial Agenda, 2020 https://www.territorialagenda.eu/home.html

[19]ADEME, 2014. *Base Carbone - Documentation des facteurs d'émissions de la Base Carbone*, Angers: ADEME.

Banister, D., 2009. Sustainable Transport and Public Policy. En: T. J. Kim, ed. *Transportation Engineering and Planning.* s.l.: UNESCO-EOLSS, pp. 192-214.

Blondel, B., 2011. *Cycle more Often 2 cool down the planet! - Quantifying CO2 savings of cycling,* Brussels: European Cyclists' Federation ASBL.

Credits

Authors

LE
Rosa Rull

AMB
Joan Caba
Noemí Martínez
Elena Argelich
Judith Recio
Ana Majoral
Jordi Peralta
Javier Ortigosa
Xavier Tiana
Loles Herrero
Xavier Mariño
Josep Maria Carreras

AMP
Sara Lobão
Carla Oliveira
Carmo Tovar
Cristina Magalhães
Joana Figueiredo
Andrea Azevedo

OMG-G-S
Krzysztof Perycz-Szczepańsk
Karolina Orcholska
Joanna Jaworska-Soral
Alicja Piernicka
Alicja Mongird

KMA
Julita Ewert-Stawowy
Martyna Kierska
Daniel Wrzoszczyk
Paweł Guzek

MDAT
Tarani Paraskevi
Stella Zountsa
Chrysa Kopra
Anthi Tsakiropoulou
Chrysostomos Kalogirou

VA
Thomas Geier
Bart Schalkwijk
Camille De Luca-Schwartz

MGP
Séverine Rommé
Valérie Lenain
Sandra Chopin

TfGM
Nicola Kane
Jonathan Marsh
Elsie Wraighte

Editors

LE
Rosa Rull

AMB
Joan Caba
Noemí Martínez
Elena Argelich
Isabel Clos

Graphic design

AMB
Stela Salinas
Lídia Serrat

Collaborators

LE
David Camacho

AMB
Álvaro Martínez
Pere Giralt

Images

All images were taken by members of the RiConnect project, except for:
P. 3: Engelbrecht Pfeffel (engraving, 1750)
P. 3: Vladimir Shelyapin - CC
P. 3: European Environment Agency
P. 7: Berlin Handbook
P. 7: Dominik Paszliński / Gdansk.pl
P. 9: Erieta Attali
P. 11: RCR arquitectes
P. 11: L'Autre Image
P. 13: Archief Amsterdam
P. 13: Thomas Schlijper
P. 13: Romel Jacinto - CC BY-NC-ND 2.0
P. 22: Adrià Goula
P. 34: konradkerker - stock.adobe.com

Drawings

All illustrations were drawn by AMB for the RiConnect project.

All maps were drawn by Rosa Rull for the RiConnect project, except for:
P. 22: AMB
P. 28: AMP
P. 34: OMG
P. 40: KMA
P. 46: MDAT
P. 52: VA

We would like to thank Céline Ethuin from the URBACT Secretariat for all her great help and support when writing this study.

URBACT enables cities to work together to develop new and sustainable solutions to major urban challenges, through networking, sharing knowledge, and building capacities for urban practitioners. URBACT is a European Territorial Cooperation programme fostering sustainable integrated urban development in cities across Europe. It is funded by the European Regional Development Fund and EU Member and Partner States since 2002.

European Union
European Regional Development Fund

URBACT
Driving change for better cities

RiCONNECT
RETHINKING INFRASTRUCTURE