RiConnect - *Rethinking mobility infrastructure*

Our **Roadmaps** until 2022
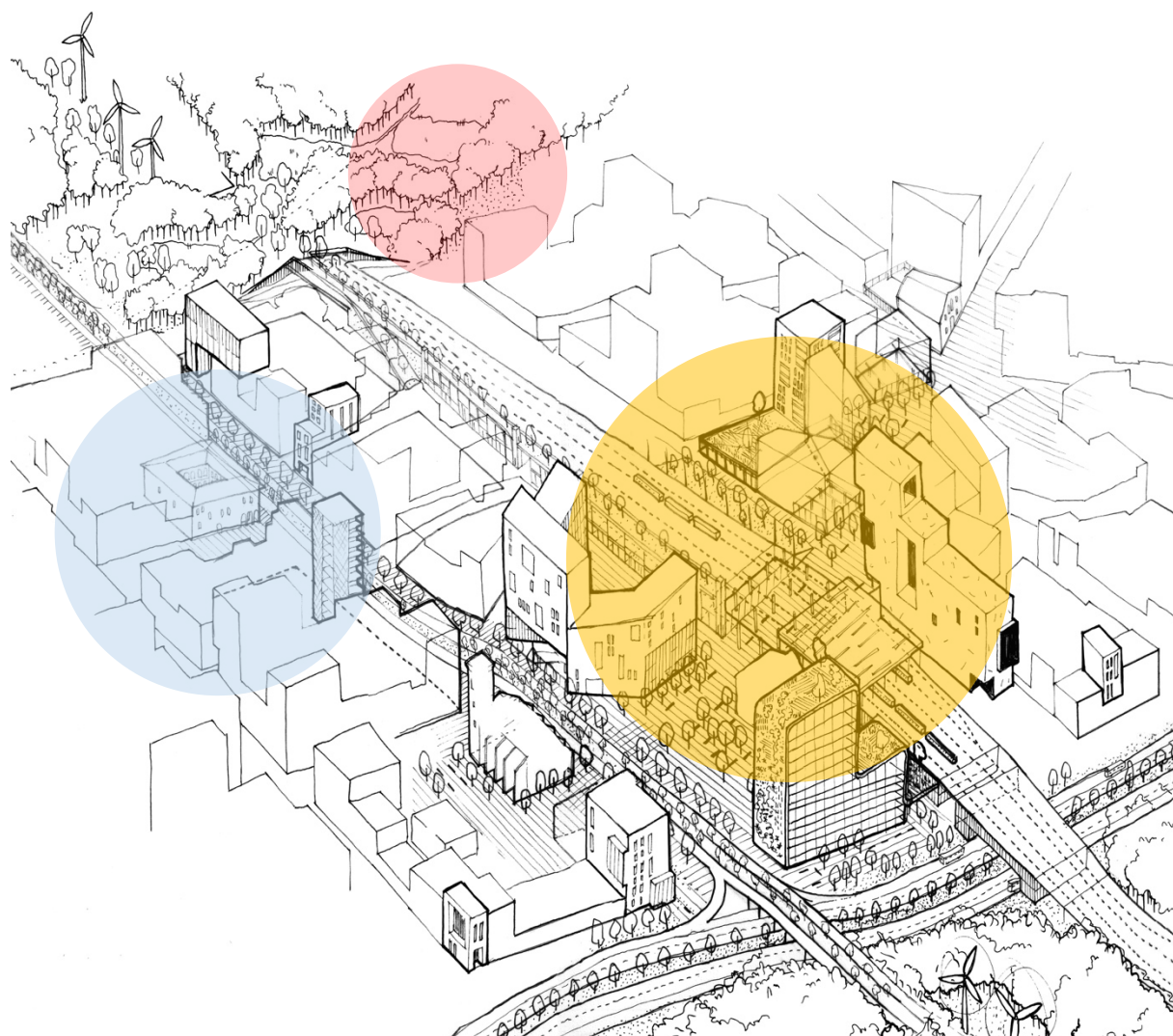
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Co-produced by the RiConnect network.

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1   Introduction

This report presents the compiled roadmaps of all partner cities of our 'Rethinking mobility infrastructure' RiConnect Action Planning Network (APN). RiConnect is a network of eight European metropolises that work towards rethink, transform and integrate mobility infrastructures in order to reconnect people, neighbourhoods, cities and natural spaces. The network develops planning strategies, processes, methodologies and tools 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.
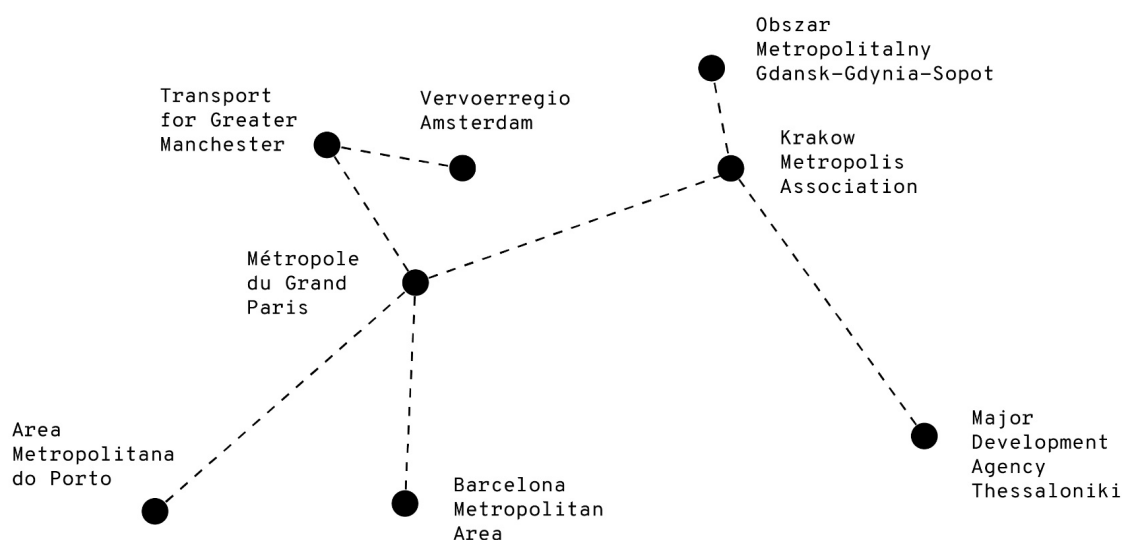
Figure 1: the RiConnect Action Planning Network. Source: AMB

RiConnect is an URBACT III Action Planning Network 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

The beauty of URBACT is that it allows transnational exchange and debate on urban and – in our case – regional and metropolitan planning topics. However, we are facing challenges in our work, namely:

First, our partners are not municipalities, but six metropolitan entities and governing bodies and two transportation authorities. This makes the work on the ground more difficult as in other APNs, as the municipal partners have to be active as well. Therefore, urban planning and urban design is not under direct control of our partners. For this reason, during the activation phase we put a particular emphasis on defining and co-creative analysis of the IAP-sites and URBACT Local Groups (ULGs).

Secondly, the COVID-19 pandemic is making our network and productivity within the network slow. The dialogue-oriented approach and the participation within the project-frame requires quite a lot of coordination with local stakeholders. But today our personal action-area is limited to digital communication only. We make use of digital engagement tools like online questionnaires and polls in order to get active on the ground. Each partner defined an individual digital engagement strategy, how to approach the stakeholders.

Thirdly, another COVID-19 challenge is that we cannot visit our partners and we are not able to conduct our transnational meetings as planned, including the site-visits. Thanks to innovative digital co-creation tools and approaches we can continue our work on the projects as planned. In order to get a sense of space and the respective urban context we, for example, conducted virtual site-visits, with interviews on site and virtual bike-rides that were screened during the online-meetings. Also, we experimented with graphical recordings of meetings, online-polls among other activities.

In the light of these challenges, the roadmaps of our partner-cities are designed with great care and flexibility to adapt to any reality given with the pandemic. The main goal is the elaboration of an Integrated Action Plan (IAP) by the end of the project. RiConnect Lead-Partner AMB elaborated a framework-roadmap that fixes all network-milestones, Transnational Meetings (TN) and the Mid-Term Reflection towards the development of the draft version of the Integrated Action Plans (IAP). The partner cities elaborated the roadmap having their draft IAP until end of 2021 and continue working on the implementation strategy until July 2022.

The partner cities' roadmaps are structured in the following way: a) a general description of the current situation within the metropolitan context, b) a description of the IAP-site, c) the site analysis including emerging topics and d) the ULG structure and members and how to engagement in the process, and finally, e) the roadmap with the main planning steps, milestones and how to facilitate a knowledge exchange from TN meetings.

Work plan **Post Covid**

OUTPUTS

2020
- **2 JUN** — **1ST PROGRESS REPORT** — 1xNetwork LP (PP inputs)
- **JUL** — **COMMUNICATION PLAN** — 1xNetwork LP (LE PP inputs)
- **15 SEP - 8 OCT** — **e-UNIVERSITY** — All partners must attend
- **26-27 NOV** — **INTERREG EUROPE-SMART MR** — Final event - Barcelona
- **DEC** — **IAP ROADMAP** — 1xPartner (LE support)

2021
- **EMA** — APN synergies - Porto
- **MTR CONSOLIDATED DRAFT IAP** — All PPs to discuss it in the MTR
- **2ND PROGRESS REPORT** — 1xNetwork LP (PP inputs)
- **DRAFT IAP DELIVERY** — 1xPartner (LE support)
- **STATE OF ACTION REPORT** — 1xNetwork LE (PP inputs)
- **ARTICLE 1ST YEAR ACT** — 1xNetwork LE (PP inputs)

2022
- **IAP PLANNING REPORT** — 1xNetwork LE (PP inputs)
- **FINAL IAP** — 1xPartner (LE support)
- **FINAL NET RESULTS PRODUCT** — 1xNetwork LP (LE support)
- **URBACT CITY FESTIVAL** — All partners should attend
- **3RD PROGRESS REPORT** — 1xNetwork LP (PP inputs)

Main table

MEETING SUBJECT	TOPIC AND QUESTIONS		PARALLEL THEMES	OTHER ISSUES	SITE VISITS
JUNE **KICK–OFF** Organiser: LE+LP	Covid-19 • & 'Human-Scale' Recovery • & the Public Realm • & Changing Urban Planning Paradigms	• & Short Term and Immediate Action **Space4People** APN Synergies		**How to activate your IAP**	**The Vienna case** 3 temporary interventions +space for people +active mobility
SEPTEMBER **WEBINAR 1** Organiser: LE	ULG configuration + Communication strategy		**Communication keynote** LinkedIn IAP showcase pages		
OCTOBER **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)** **Thriving streets** APN Synergies	**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**
NOVEMBER **WEBINAR 2** Organiser: AHE	**Urban wastelands as an opportunity to integrate the infrastructure**				
NOVEMBER **FACE-TO-SCREEN** Organiser: LE	**IAP Roadmap**			**Assess IAP** *Face-to-screen* 1x2Partners+LE&LP	
JANUARY **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?	**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 + define capacity building activity **WP1 management**	**AMP IAP site** Lais de Gaia, integrated infrastructure
MARCH **WEBINAR 3** Organiser: AHE	**Rethinking the infrastructure for rethinking the Metropolis**				
APRIL **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**	**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
JUNE **WEBINAR 4** Organiser: AHE	**The potential of mobility infrastructure to implement Nature based solutions**				
JULY **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		**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
OCTOBER **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 (+VA IAP site, and outside our network, probably Düsseldorf)
JANUARY **IAP IMPLE-MENTATION** Host: OMG-G-S CoOrganiser: LE	**Implementation** • 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 **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
MARCH **WEBINAR 5** Organiser: AHE	**Financing and implementation**			**Assess IAP** *Face-to-screen* 1xPartner +LE&LP	
JULY **FINAL MEETING** Host: AMB CoOrganiser: Network Space4people	**Final Meeting** • Sharing+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

*Phases: **ACTIVATION** (2020) · **PLANNING ACTIONS** (2021) · **IMPLEMENTATION** · **FINALE** (2022)*

2 Àrea Metropolitana de Barcelona (AMB)

2.1 General Description

In order to describe the project and its context, it is crucial to take into account its geographical metropolitan situation, but also its opportunities regarding the administrative background. The Barcelona metropolitan area occupies a strategic position, located in the Mediterranean corridor that connects Spain with the rest of Europe. This privileged position has resulted in a diverse geographical, cultural, and economic area that gathers 3.2 million people in 36 different municipalities. As a formal public institution of this 600km2 region, AMB is in charge of metropolitan collaboration through the management of numerous competences: territorial and urban planning, transport and mobility, environment and sustainability, housing, economic development and social cohesion.

In this context, in 2013 the AMB started to work on the Metropolitan Urban Master Plan (PDU). Its drafting and approval is still in progress. The PDU is an essential instrument to overcome the weaknesses of our territory and to define the new guidelines to transform it anticipating future needs. One of its highlights is the conversion of the existing road network towards a more efficient and human-scale connections, taking advantage of the amount of road space available. For this reason, the PDU proposes a structure based on "**metropolitan avenues**". These avenues will be a pilot for other major roads, which will guarantee a sustainable mobility continuity, with public transport and active mobility, intensifying its surroundings, promoting mix-uses and also generating public spaces.

In comprehension of its metropolitan and local impact, the IAP site proposal aims to support and continue the PDU project. It is located on the boarders of the street N-150, an historical road, which is planned to be one of these metropolitan avenues by PDU. Its current character of a segregating street and barrier between 4 different municipalities leads to a challenging integration in need of a multiple agents' perspective. Consequently, the IAP Area is an opportunity to integrate a metropolitan plan on a challenging local scale.

2.2 The IAP-Site

The IAP-site is located between four municipalities: Barberà del Vallès, Cerdanyola del Vallès, Ripollet del Vallès and Montcada i Reixac. They are physically contiguous but cut by the following parallel infrastructures: the railway, the regional road N-150, the highway C-58, and the Ripoll River. There is also an industrial area located around de N-150, which is in deteriorating condition. This situation results in a disconnected, isolated place, with a low-quality urban character and an unclear sense of identity.

The area is also located between two important infrastructure junctions. Even though they currently segregate the municipalities' continuity, the northern junction, Baricentro, has the

potential to become a metropolitan centrality and set into motion urban development for the entire area.

Furthermore, in the surroundings of the local main road (N-150) and railway (R7-R12) a neighbourhood has developed (Tiana Pont Vell), which belongs to both municipalities and it is completely isolated, surrounded by mobility infrastructures. It is a neighbourhood with low urban quality and disconnected from the city centres of Ripollet and Cerdanyola.

Our main goal will be to structure this territory including the Tiana Pont Vell, rethinking its trespassing infrastructures and connections between the municipalities, promoting active mobility and public transport, and improving the continuity of the local network. The IAP, will create a more permeable urban space and tearing down its crossing barriers establishing new connections which could unblock its urban transformation. There is huge potential but also a challenge to promote this kind of integrated urban regeneration, improving the neighbourhood's urban quality and the citizen's quality life.

Figure 2: Figure 1: The IAP-site in the Barcelona Metropolitan Area. Source: AMB

Figure 3: Red-line map of the IAP-site. Source: AMB

2.3   Site Analysis

2.3.1   Analysis

Through the participatory processes, citizens shared their concern about infrastructure segregation, low quality urban spaces, accessibility and connection of green spaces. The worst perceived infrastructure is the national road, due to its incapacity to both absorb high traffic and pedestrian functionalities. The main negative factors pointed are caused by cars, such as pollution, noise, and lack of space for pedestrians. The obsolete industrial fabric and residual spaces also fuel the local desire to transform the road into a commercial, walkable, green, and urban street. Regarding COVID-19 measures applied in the last months, there is a big consensus on maintaining certain strategies permanent, such as closing vehicle access to city centre.

2.3.2   Emerging Topics

Due to the qualitative and quantitative outputs of both lines of research (interviews and analysis), we can list the following emerging topics. This list has the ULG core members consensus but is still open for adjustments as we are still closing citizens interviews report.

Figure 4: Workshop board for emerging topic consensus. Initial proposed list and final list from online workshop with ULG core members. Source: AMB

Reorganising the way, we move

As a RiConnect partner, we focus on mobility in order to reorganize actual infrastructure space to integrate other mobility flows as a measure of social inclusion and equality as well as environmental improvement.

- Accessible city, improving public transport and new ways of mobility
- N-150 pacification

Integration of the Infrastructure

One of the RiConnect main goals due to the overlap of infrastructures to reduce impacts and transform barriers into renewed structuring axes.

- Impact mitigation
- Urbanity: from road to street, N-150 transformation

Metropolis Planning (Governance)

Infrastructures have blocked urban regeneration. This RiConnect theme clusters local planning needs, and metropolitan potential shifts of the site.

- Territorial considerations, metropolitan transversal strategies
- Urban intensification, new centralities
- Urban re-generation, mixed-use city
- Economic activity areas

<u>Addition of ecosystem functions</u>

The orographic background of the site between rivers must involve open spaces debates and is strongly aligned with the fourth RiConnect theme.

- Enhance environment and landscape values
- Connectivity: from residual spaces to green network

<u>Site management</u>

This specific reflection subject is related to some particular management issues that define this complex area.

- Roads and railway's easements, administrative borders
- Land ownership, cessions, jurisdiction and maintenance

<u>Inclusive city</u>

The particular social, economic and fragmented urban context places debate on inclusion as another main theme.

- City for people, social inclusion
- Urbanization, mixed-use buildings, habitability and urban solidarity

As we can see we have added two main themes besides the RiConnect ones and have divided all with more concrete topics which are much more site specific based on the answers of the questionnaire brought by technicians of each municipality.

2.4 URBACT Local Group

2.4.1 Members & Stakeholders

We have divided our ULG into 3 groups, the core group, the co-creation group and the commitment group. Each of them has different responsibilities in our IAP. The first one, the **Core group** is formed by ULG coordinators (AMB team) and a representative of each administration involved (5 technicians). This group will define the guidelines of the co-creation process, will design the participation sessions, will give technical support and information and will collaborate with the communication project. They should attend all ULG meetings.

Secondly, the **Co-Creation group** is the working group which will co-create the IAP. This will not be a stable group, because it will adapt its composition depending on the topic being

worked on (Emerging Topic). It will always include the core group, technicians of each administration specialized on the topic, and all the associations and citizens that are considered appropriate according to the topic to be dealt with.

Finally, we have the **Commitment group**. This group will have the responsibility to guarantee the implementation of the IAP. It will be shaped by the department heads of the involved administrations and political representatives as they have the maximum responsibility to make the proposals possible. The technicians of the core group will inform their head departments and political representatives about the progress of the IAP and the citizen's needs.

Anna Majoral and Judith Recio, members of the AMB are the ULG coordinators and will lead the IAP draft process.
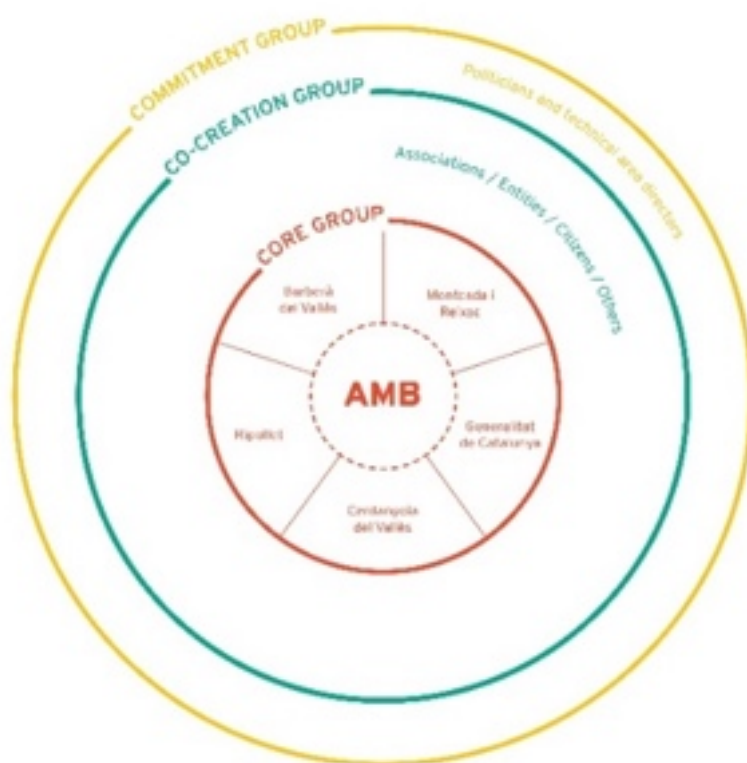
Figure 5: AMB structure of the ULG. Source: AMB

2.4.2   Processes & Tools

The ULG is not built on a pre-existing group, forum or platform, then it will be created as a new group. Currently, the core group is already created, and it is working in this phase of activation. But we are having a lot of difficulties to contact associations and entities, therefore we have not been able to include their perspective in these first steps. For this reason, the co-creation process has been organised by topics, with open and restricted sessions. These meetings will be thematic, and the associations, entities and citizens can participate

according to their interest on the toping discussed (neighbours, commercial entities, environmental and landscape associations…). As the core group is involved in the organization of the co-creation sessions and also in the sessions itself, they will meet monthly, first, to prepare the co-creation sessions, and then in the co-creation sessions, participating in the emerging topics workshops. Therefore, the co-creation group will meet every two months (more or less), whenever there is an emerging topic workshop. Finally, the commitment group is expected to meet at the beginning and at the end of each phase.

We propose six types of meetings or activities:

- The **working meetings**: in these sessions we will design the participation and co-creation sessions, which means internal work with the core group.
- The **emerging topic workshops**: in these sessions the co-creation group works together to define the key challenges in relation to the topic addressed.
- The **commitment meetings**: in these sessions we will show the results and proposals of the co-creation group. The commitment group will give us feedback to guarantee the implementation of the IAP. These types of meetings are more institutional and should be visible in terms of project communication.
- The **open activities**: during the project there will be three open sessions or workshops where citizens can participate and explain their point of view about the project. Two of these sessions will be during the action-planning phase and one during the implementation phase.
- The **small-scale actions**: there will be two small-scale actions, one at the end of the action-planning phase and the other one at the end of the implementation phase.
- Finally, the **transnational meetings**: they are the network meetings; where it is possible share our experience with the other partners of RiConnect. In this case, after these meetings it is necessary to report the experience to the local level.

2.4.3   Engagement Strategy

We are still working on the **engagement strategy**. As we all know, it is difficult the engagement with only digital tools, so to help us we will hire a participatory processes consultant to help us in this area. As an example, one of the things we have done is to prepare a flyer, with a short explanation of the project and a quick questionnaire, which we disseminated using a google forms questionnaire. Only with this we have received more than 1100 responses, which means that this project is interesting to the citizens.

2.5 Roadmap

2.5.1 Planning phases

Phase 1 - Activation

In the **activation phase** we have advanced in the ULG organization (members and roles), in the IAP spatial delimitation and analysis, and specially, in the activation of the core group. With the questionnaires (to politicians, technicians and citizens) we have gathered the opinion of the main stakeholders involved in the project. In this period, we hold 12 meetings/workshops. 4 meetings with the core group and 8 individual interviews with the administrations. The core group meetings were hold in July and in December. In July, we shared the report of the Kick-off and presented the following IAP agenda (questionnaires, roadmap…). In December, we set up a first workshop session to agree the emerging topics and the ULG running. We also shared the IAP analysis and the roadmap. On a second session we developed another workshop to stablish a logo and a title for the IAP, and we exposed the report of the Thematic Meeting 1 (How we move).

Phase 2 - Planning actions

During the **planning action phase**, we expect to conduct as many workshops as RiConnect emerging topics (which means 6 workshops with the co-creation group). Therefore, we have planned meetings before every Transnational meeting with the core group to organize the local thematic sessions and prepare documents to share with the RiConnect network, and co-creation group sessions after the Transnational Meeting, to share the knowledge learned, and to develop the participative workshops related to the topic discussed (as we have already done the Transnational Meeting on How we move, we propose to do the related workshop in May 2021).

For the rest of the emerging topics, another kind of sessions are planned. About the "Inclusive City" topic, we propose 2 open sessions with citizens, one as an Action Planning phase kick-off, in which we will also present the project, and another one at the end of the phase. For the "Site management" topic, as it has a strong technical and legal content, we plan to hold singular meetings with the administrations involved.

All these sessions will be hold between January 2021 and September 2021, with a gap period to June to July to write the IAP structure. From September to December 2021, we will focus on the IAP draft.

Finally, it is planned a meeting with the commitment group at the beginning and the end of the phase (February and November). Also, a small-scale action will be held in November, to conclude the IAP drafting.

Phase 3 - IAP Implementation

During the **implementation phase**, we propose to continue with this dynamic where we combine the core and the co-creation groups meetings. As in the previous phase, in May and June we will focus on the final IAP document.

Phase 4 - Finale

Finally, in the **final phase**, in July, we will be the hosts of the final Transnational Meeting, to be held in Barcelona to show the partners our IAP site. Taking advantage of that, we plan to hold an open act with citizens and a small-scale action, as a final event of the project, shared with all RiConnect network.

2.5.2   Milestones

- Prepare Thematic Meeting 3 with Paris (April 2021)
- Prepare IAP structure (July 2021)
- Deliver Draft IAP (December 2021)
- Deliver Final IAP (June 2022)
- Prepare Final Meeting in Barcelona (July 2022)

2.5.3   Knowledge exchange

Transmit the learnings from TM into their ULG: As the co-creation sessions are always held after the Transnational Meetings, we plan to use these sessions to inform the stakeholders about the knowledge learned.

Transmit the learnings from ULG into TM: We will encourage the members of the ULG to participate in the Transnational Meeting. At the same time the ULG coordinators will transmit the local experience to the network partners.

AMB ROAD MAP - RiConnect - Integraed Action Plan - Road-Map and Time Schedule

Phase	2020 Oct	Nov	Dec	2021 Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	2022 Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep

1 PHASE A - Activation

#	Activity	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
1.1	Thematic Meeting #1	A1																							
1.2	Webinar #2: Urban Wastelands		A2																						
1.3	Road-Map Feedback (face-screen)		A3																						
1.4	IAP Roadmap (Deliverable)			A4																					
1.5	Site Analysis		▓	▓	▓	▓	▓	▓	▓	▓	▓														
1.6	Interviews + Data Analysis		▓																						
1.6	Digital engeagement (questionnaires)		▓																						
1.7	ULG extended meetings with NGOs, entrepreneurs etc.					▓																			
1.8	Emerging Topics (Challenges & Potentials)		▓																						

2 PHASE B - Planning Actions

Network activities

Activity	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Thematic Meeting #2 (AMP+OMG-G-S)				B1																				
Webinar #3: Rethinking the infrastructure					B2																			
Thematic Meeting #3 (MGP+AMB)						B3																		
Webinar #4: potential mobility and NBS								B4																
Thematic Meeting #4 (MDAT+VA)									B5															
Transnational Meeting: Mid-Term Reflection (VA)												B6												
Draft IAP (Deliverable)															B7									

Local activities

Activity	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
ULG meeting (Core group)				▓	▓	▓	▓	▓	▓	▓		▓	▓	▓	▓									
Extended ULG Meetings (Co-creation group)				▓		▓		▓		▓														
Open activities / meetings (Open sessions)					▓									▓										
Implementation of SSA														▓										

Content + Milestones

Activity	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Preparation of the TM				▓		▓		▓				▓												
Explanation of the TM					▓		▓																	
Preparing local IAP structure								▓	▓															
Co-Creation Workshops																								
Good practice for Small Scale Actions												▓	▓											
Detailed Design of Small-Scale Action (SSA)												▓	▓	▓										
Draft Integrated Action Plan												▓	▓	▓	▓									
Feedback from Authorities (commitment group)					▓																			

3 PHASE C - IAP Implementation

Network activities

Activity	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Transnational Meeting: IAP Implementation (OMG-G-S)													C1											
Webinar #5: Financing and implementation																	▓							
Final IAP (Deliverable)																					C2			

Local activities

Activity	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
ULG meeting (core group)													▓	▓	▓	▓	▓							
Extended ULG Meetings (co-creation group)													▓		▓		▓							
Open activities / meetings																						▓		
Meetings with Commitment group																						▓		

Content + Milestones

Activity	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Defining responsibilities for implementation of actions													▓											
Define framework for monitoring of actions														▓	▓									
Risks or obstacles related to implementation															▓	▓								

4 PHASE D - Finale

#	Activity	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
	Final Meeting (AMB)																						D1		
	URBACT City Festival (sharing activities, deliverable)																							D2	
4.3	Discussion on implementation of IAP																					▓	▓		

Milesstones

PHASE A
A1	Thematic Meeting #1: October 22, 2020
A2	Webinar #2 - Metropolitan Governance
A3	Pre-Christmas Meeting: tbd

PHASE B
B1	Thematic Meeting #2: July 21, 2021
B2	Thematic Meeting #3: April 21, 2021
B3	Thematic Meeting #4: July 21, 2021
B4	Mid-Term Reflection: October 21, 2021

PHASE C
| C1 | Webinar Placemaking, tbd |

PHASE D
| D1 | Final Meeting, July 22, 2020 |

ULG Meetings (wider group incl. Citizens)
ULG Meetings

3 Área Metropolitana do Porto (AMP)

3.1 General Description

AMP is a heterogeneous territory with different characteristics among its municipalities and within the municipalities themselves. Many of these differences are accentuated by the existence of divided territories, either by natural barriers, such as hills and rivers, or by human barriers, such as roads or rail infrastructures. These divisions arise social, economic and environmental disparities, among others. There are several examples in AMP in which railways and roads segment urban centres and create marginalized places that consequently become degraded areas.

What we intend with this project is to display a form of local intervention that allows to reduce or even remove the negative impact that a road infrastructure has on the territory and on society. It intends to intervene in part of one of the main national level roads of AMP, at a particular crossroad that consists itself as an urban centre, due to its relevance at the metropolitan and regional level, which presents all the above-mentioned problems and negative impacts, aiming with the urban intervention to minimize the social issues which derivate from the total absence of urban qualities.

The project, although starting from an existing study, will undergo a new design proposal for the road and the surrounding area, that will consider inclusivity and smooth mobility along with the participation of the locals in a co creation process, in order to transform the Road and the existing vision of it, changing it into a Street that will allow the enjoyment of people whilst being functional. This project should serve as an inspiration for the AMP and instigate the resolution of similar urban issues that exist in several municipalities and demonstrate that it's possible to adequately intervene along the entire road.

At the local level, it is expected to minimize social problems, involve the local community, increase the economy and promote the attractiveness of the area, having the potential for an urban expansion focus, and located at a convergence point of 4 municipalities, being an important centre for all of them. Also, it is situated in the central core of the AMP, enjoying a privileged location in the entire region.

3.2 The IAP-Site

The *Circunvalação* Road (N12) has an approximate length of 17km along 4 municipalities, presenting different physical, economic and social aspects along its route. It is mainly characterized by segmenting the territory administratively, economically and socially. It has metropolitan relevance due to its historical importance in the development of the north of the metropolitan area, and for being the 'ring road' where several transport infrastructures, of municipal, regional and national relevance, converge. However, because of its dimension

and of its heterogeneous features all along, our IAP site will focus on a specific segment called *"Areosa - S.Roque"*.

This specific area, the site of our project, is centred in one of the oldest crossroads in the Circunvalação and the one which developed to be an urban focal point, similar in importance to a small city centre. The area around it has several layers of urban growth, either mixed or segregated, being the coherence element among them the lack of coherence, particularly because of the characteristics of the roads that sustained it development. Those in particularly, have been intervened during the 20th century has the main National roads they are supposed to be, meaning the heavy traffic it's the *leitmotiv* of their form, with no regards to the pedestrian or any other mobility issue, becoming an example of the absence of urban planning.
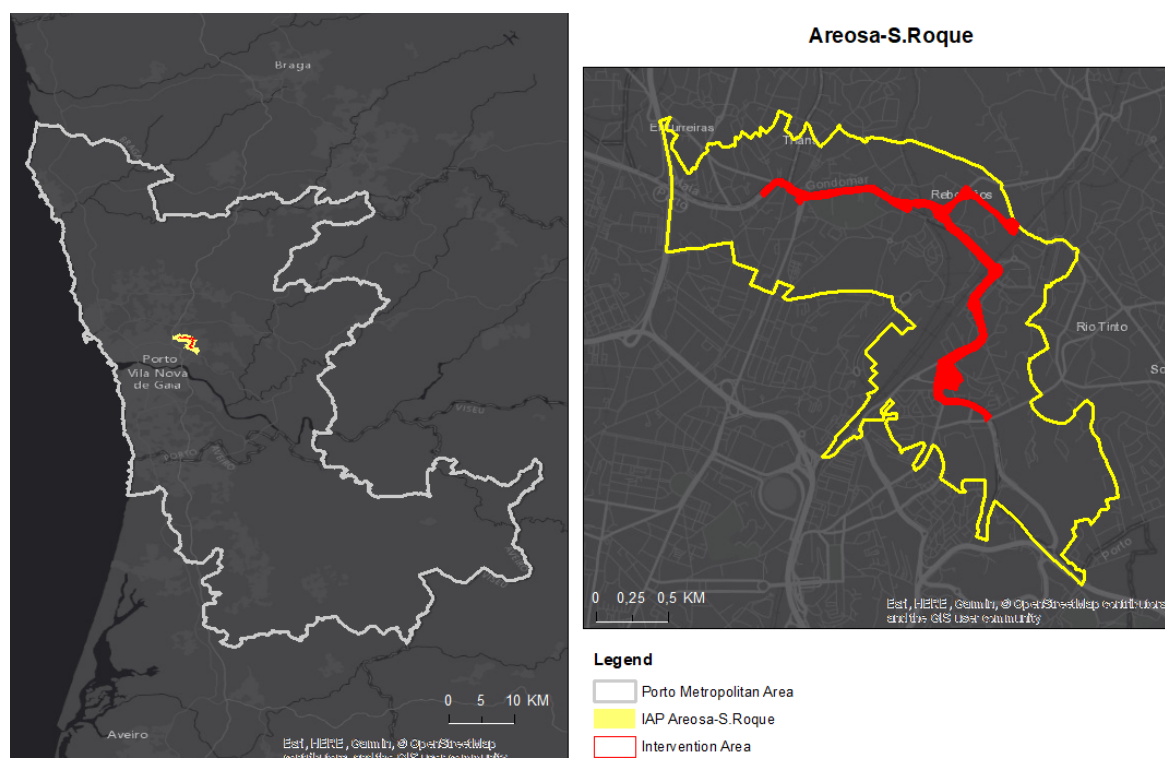

Figure 6: Map of the site in the metropolitan area. Source: AMP

Areosa - S.Roque has a lot of potential: it has one of the biggest shopping malls of the region, there are mobility infrastructures, companies, job offers and residents, enough to have a sustainable grow. Also, it has excellent regional connections, as it stands in-between two freeways and it's crossed by the metro line.

Regarding the land use, we can highlight:

- the presence of a University and a Highschool;
- The shopping centre "Parque Nascente";

- An Urban Park with kids playground, cycle paths, and walking route by the river (in the limits of IAP);
- An industrial area;
- Train station and railway repair workshops in Contumil;
- The retail is concentrated in Areosa and then dispersed;
- The present agriculture activity is for self-consumption or small-scale production.

IAP has an area of 431,94ha, and is crossed in length by 3.6 km of N12. It concentrates 14.350 inhabitants. However, we limit the area of effective intervention in order to concentrate our actions on the road itself and the immediate environs, so this area has 18,26ha.

3.3   Site Analysis

3.3.1   Analysis

Most people interviewed do not have a positive image of IAP. On one hand, they recognize that it has a good location, with good access and with enormous economic and social potential. The N12 itself has the potential to become an excellent boulevard, a continuous and aggregating urban space. However, the view of the area nowadays is of a road with a highway profile, with huge amounts of traffic, and a horrible central divider that clearly and notoriously separates the urban area on two different sides. There are many road conflicts zones, as nodes or intersections, and it is not a pleasant area, without sidewalks or any kind of security for pedestrians. One of the reasons for that is the fact that it's under the rule of 'Portugal Infrastructures', a National level Institution, making any intervention on it by the Municipalities difficult. The respondents consider that the administrative issue is very important, as in fact the Circunvalação intersects 4 municipalities it's classified and managed as a National road.

According to what was reported in the interviews, the area concentrates all kinds of problems that are reported in the urban space: heavy traffic, insecurity, absence of infrastructure for smooth mobility, poor urban space qualification, areas resembling social ghetto, large infrastructure without planning, absence of parking, etc. Also, the economic agents don't have clear information about the strategic objectives and economic possibilities in the area, which leads to a lack of investment, and subsequent environmental problems, absence of green and public spaces for leisure and recreation.

Overall, the suggestions for actions focus on the creation of sidewalks and crossings for pedestrians, as well as reinforcing safety for everyone. It was suggested that change or improvement of street lighting and traffic signs could also affect the security of pedestrians. Creating more green spaces (landscaping), limiting circulation of vehicles and the creation of a bus lane and / or cycle paths are also underlined.

In general, all respondents point to pedestrianization and the reinforcement of support for soft modes as a major impact on IAP. If there was a greater and better circulation for pedestrians, all buildings bordering the ring road would gain value and could increase the real estate and economic expansion in the area.

All interviewees' perspectives for the future of IAP are positive. the Circunvalação Road is considered a fundamental urban infrastructure in the Porto Metropolitan Area, whose need for intervention is undeniable. This road, in addition to bordering 4 large municipalities, connects the Douro River to the sea via the hinterland, connecting hospitals, universities, an immense residential area, all with great growth potential; thus, it is foreseeable that it will be intervened in the coming years.

For this to be achieved, a long-term intervention is necessary where there is an articulation of the urban network and the adjacent road network in a broad perspective in order to remove the pressure of traffic, while improving accessibility in the surroundings. It will be necessary to rethink the design of the road in order to integrate new elements that facilitate smooth modes and increase pedestrian safety.

3.3.2 Emerging Topics

Regarding the topics that were highlighted by the interviewees, the most relevant were the Location; Traffic, Street design, Poor condition of urban space/road; Safety, Cycling and walking, Bus Stops; and Public Space, Green area, Landscaping, Urban Cleaning.

Emerging Topics	Positive	Negative	Suggestion	Total
Traffic	0	16	3	19
Safety	0	9	4	13
Street design	0	4	9	13
Public Space	0	5	4	9
Green area	3	7	6	16
Cycling and walking (sidewalks)	0	10	11	21
New services and jobs	1	1	2	4
Parking	0	7	2	9
Landscape	0	5	1	6
Poor condition of urban space / road	0	5	4	9
Politics	0	2	1	3
Education	0	1	1	2
Public Transport	0	0	3	3
Urban Cleaning	0	3	0	3
Location	7	0	0	7
Bus STOPs	0	2	1	3
Traffic signs	0	0	2	2
Street lighting	0	0	2	2

Figure 7: Emerging Topics for AMP. Source: AMP

Location was considered the most positive thing for the IAP. It is a very well-located area, and it can facilitate the trips for and from most of all metropolitan and regional locations.

Traffic, Street design, Poor condition of urban space/road - Most of the people considerer that traffic is the biggest problem of the area. It was designed for cars and it used like a highway, which makes people feel insecure about using another transport mode. also, the road is not well-maintained, and it has an ugly aspect. The urban space itself has been very neglected. This topic needs some special attention because it's the one which has more complains, but it also has more political and administrative issues.

Safety, Cycling and walking, Bus Stops - People feel very unsafe in IAP due to traffic, it's impossible to cycle and very difficult to walk, there are no sidewalks, or they are too narrow. There are also big gutters near the sidewalks or the roadway. It's impossible to reach Bus Stops via sidewalks because they don't exist, and there is no room in bus stops to shelter all the people who wait for the buses. This topic is the one which people give more suggestions and priority to take action.

Public Space, Green area, Landscaping, Urban Cleaning - Due to the degradation of urban space IAP is very ugly; people claim more green area and public space for leisure. Urban cleaning also needs to be improved, especially garbage recollection.

3.4 URBACT Local Group

3.4.1 Members & Stakeholders

Taking into account the location of the IAP in AMP, the stakeholders involved include representatives from the 4 municipalities, supra-municipal entities, and all those that somehow can contribute to find solutions to the problems in the area.

The ULG is constituted by two groups: a larger group (Discussion Group) involving all stakeholders and citizens, and from this group, there is a small and restricted group – the Decision Committee - constituted by AMP, Gondomar Municipality, Maia Municipality, and Rio Tinto Parish, whom will have the power to make the decisions.

The coordinator of ULG is Adelina Rodrigues, Head of Energy and Mobility Division in Maia Municipality, one of the municipalities where IAP area is located and the first municipality in AMP to develop SUMP. Adelina is an Engineer with a Master in Energy Management; she has experience in international projects related to sustainable mobility, and she integrates several intermunicipal working groups, related to mobility and energy issues, including the metropolitan SUMP working group. Adelina has experience in managing and coordinating working groups, and she knows quite well the studies that already have been made in our IAP. As a Head of an AMP municipality, she knows the internal procedures of AMP, the officers

and the managers, as well as the institutional contact. She is also a very thoughtful person, with good relationship and organization skills.

In the ULG are already represented the municipalities of Gondomar and Maia and even Valongo, by the participation of Arq. José Manuel Ferreira, which is not located in IAP but has advantages with the project; Rio Tinto Parish; Intermodal Transports od Porto SA (TIP); Department of Geography, Faculty of Arts from the Porto University and the following private specialists and consultants: Arq. Avelino Oliveira (OVAL), José Paulo Queirós (JPQ Consultores). We already reached out to residents, workers, merchants, and other citizens from our IAP-site.

Two important stakeholders that should be involved in all this process are Infraestruturas de Portugal (I.P.), which is the entity who have the legal administration of the N12 road; however, it has been impossible to reach them until this moment and we hope to have their participation along the development of the project. the other is Porto municipality, whit whom we already made some contacts.

The Decision Committee should meet every two months, meeting extraordinarily if necessary. The Discussion Group should meet three times during the Phase of Planning Actions and in the begging of the Implementation Phase.

3.4.2   Processes & Tools

Due to the situation, we are currently experiencing with the COVID19 virus we are limited in the type of meetings we can carry out, as it is imperative to avoid the gathering of individuals and personal contact between them. Thus, although there is a great geographical proximity and a great facility to gather the different stakeholders, only in extraordinary and specific situations will they meet in person. The meetings between the different stakeholders will be held through digital media. The technological means make available several tools that allow us to hold meetings, brainstorming activities, opinion and satisfaction questionnaires, etc. These means will be used in our strategy to involve stakeholders and citizens.

3.4.3   Engagement Strategy

Our first experience with digital media was to conduct a survey using *google forms*. The survey was supported by the target audience and proved to be a useful and effective means. The meetings with key stakeholders will take place through the zoom platform, as some of the last contacts have already been made, as well as webinars and co-creative sessions. Over time, we adapt as circumstances demand.

In times of COVID-19 the social networks will be a powerful tool to connect to citizens and private sector in order to attract them to participate in activities scheduled for the Discussion Group of ULG.

3.5 Roadmap

3.5.1 Planning phases

<u>Phase 1 – Activation</u>

- Analysis of IAP (Site analysis)
- Interviews and Data Analysis
- Selection of the main topics to be addressed, strengths and weaknesses of the IAP
- Definition of ULG
- Meetings with ULG
- Conception of the project Roadmap

<u>Phase 2 - Planning actions</u>

- Collection of suggestions by citizens for the IAP project: online surveys
- ULG meetings to select the best options
- Elaboration of the project for the intervention area
- Pilot project selection (Small-Scale Action – SSA)
- Creation of the pilot project monitoring plan
- Development of the activities foreseen in the pilot project

<u>Phase 3 - IAP implementation</u>

- Monitoring the impact of the pilot project

<u>Phase 4 – Finale</u>

- Meeting of ULG (all) and other partners to evaluate the results of the project

3.5.2 Milestones

1. Creation of ULG
2. Project definition for the intervention area
3. Implementation of Small-Scale Action (SSA)
4. Evaluation of the impact of SSA

3.5.3 Knowledge exchange

The sharing of knowledge between ULG and TM is very important, and the ideal situation would effectively be that everyone could enjoy the meetings and the learning simultaneously. However, as this is not possible, our intention is that at least 2 members of ULG participate in the meetings, and together we will make a synthesis session to communicate the contents that were discussed, and we will reproduce the methodologies adopted as far as possible. The methodology we intend to follow in order to transmit knowledge is the replication of events held at our ULG. On the other hand, we will transmit to TM the experiences lived with the ULG, the difficulties felt and the steps we have been taking.

AMP ROAD MAP - RiConnect - Integraed Action Plan - Road-Map and Time Schedule

URBACT — Driving change for better cities — RiCONNECT — European Union

	2020			2021												2022								
Phase	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep

1 PHASE A - Activation

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
1.1 Thematic Meeting #1	A1																							
1.2 Webinar #2: Urban Wastelands		A2																						
1.3 Road-Map Feedback (face-screen)		A3																						
1.4 IAP Roadmap (Deliverable)			A4																					
1.5 Site Analysis	█	█																						
1.6 Interviews + Data Analysis	█	█																						
1.6 Digital engegement (questionnaires)	█	█																						
1.7 ULG extended meetings with NGOs, entrepreneurs etc.			█																					
1.8 Emerging Topics (Challenges & Potentials)		█	█																					
ULG Meeting (Decision Commitee)			█																					

2 PHASE B - Planning Actions

Network activities

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Thematic Meeting #2 (AMP+OMG-G-S)				B1																				
Webinar #3: Rethinking the infrastructure						B2																		
Thematic Meeting #3 (MGP+AMB)							B3																	
Webinar #4: potential mobility and NBS									B4															
Thematic Meeting #4 (MDAT+VA)										B5														
Transnational Meeting: Mid-Term Reflection (VA)													B6											
Draft IAP (Deliverable)															B7									

Local activities

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
ULG meeting				█		█		█		█		█		█		█								
Extended ULG Meetings						█						█												
Open activities / meetings						█		█					█											
Online Surveys for suggestions for the project			█	█	█																			

Content + Milestones

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Preparation of the TM			█	█																				
Explanation of the TM			█	█																				
Preparing local IAP structure			█	█	█																			
Co-Creation Workshops				█	█																			
Good practice for Small Scale Actions							█																	
Detailed Design of Small-Scale Action (SSA)									█	█	█	█												
Draft Integrated Action Plan							█	█	█	█	█	█	█											
Feedback from Authorities													█	█	█									
Creation of the pilot project monitoring plan												█	█	█										
Implementation of SSA															█	█								

3 PHASE C - IAP Implementation

Network activities

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Transnational Meeting: IAP Implementation (OMG-G-S)																C1								
Webinar #5: Financing and implementation																				█				
Final IAP (Deliverable)																					C2			

Local activities

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
ULG meeting																█		█	█					
Extended ULG Meetings																	█							
Open activities / meetings																			█					
Monitoring the impact of the pilot project																█	█	█	█					

Content + Milestones

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Defining responsibilities for implementation of actions														█	█									
Define framework for monitoring of actions													█	█	█									
Risks or obstacles related to implementation													█	█	█									

4 PHASE D - Finale

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Final Meeting (AMB)																						D1		
URBACT City Festival (sharing activities, deliverable)																							D2	
4.3 Discussion on implementation of IAP																		█	█					
4.5 Meeting of ULG (all) and other partners to evaluate the results of the project																					█			

Milesstones

PHASE A
A1 — Thematic Meeting #1: October 22, 2020
A2 — Webinar #2 -Metropolitan Governance
A3 — Pre-Christmas Meeting: tbd

PHASE B
B1 — Thematic Meeting #2: July 21, 2021
B2 — Thematic Meeting #3: April 21, 2021
B3 — Thematic Meeting #4: July 21, 2021

PHASE C
C1 — Webinar Placemaking, tbd

PHASE D
D1 — Final Meeting, July 22, 2020

ULG Meetings (wider group incl. Citizens)
[orange] ULG Meetings

4 Obszar Metropolitalny Gdansk-Gdynia-Sopot (OMGGS)

4.1 General Description

Currently, OMGGS is involved in sustainable urban mobility planning process (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. As key components, this requires 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 – whose 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 a broad cooperation across different layers of government and with private actors. Due to the location and distance from the so-called in the core of the metropolis, we are dealing with areas much less well-served by transport. Therefore, there is a need to focus on these areas and look for solutions that will ultimately improve the quality of life of residents. an example of such an area is the Hel Peninsula, which struggles with major transport problems in the tourist season. Insufficient infrastructure and unused opportunities lead to overloading the transport system and have a negative impact on the life of the local community.

The main challenge of the RiConnect project will be to develop a mobility plan for Hel Peninsula – an action plan containing a package of activities that will realistically affect the transport behaviour of both residents and tourists. The plan will be based on the involvement of the inhabitants of the area and will take into account all conditions and possibilities. The plan will be part of the SUMP for the Metropolitan Area Gdansk Gdynia Sopot but also will supplement the document entitled Transport service concept of the Hel Peninsula.

4.2 The IAP-Site

Hel Peninsula is a 35-km-long sand bar peninsula in northern Poland separating the Bay of Puck from the open Baltic Sea. It is located in Puck County of the Pomeranian Voivodeship. The width of the peninsula varies from approximately 300 m near Jurata, through 100 m in the narrowest part to over 3 km at the tip. Since the peninsula was formed entirely of sand, it is frequently turned into an island by winter storms. Until the 17th century the peninsula was a chain of islands that formed a strip of land only during the summer.

The area of analysis covers five communes located in the Puck district, i.e. the cities of Hel and Puck, and the communes of Jastarnia, Puck and Władysławowo. The entire analyzed area covers over 310.5 km2 surface. The largest of the analysed territorial division units in terms of area is the rural commune of Puck, the area of which (237 km2) accounts for 76.3% of the entire analysis area. The smallest of the five discussed municipalities is Jastarnia (4.8 km2) and the city of Puck (7.8 km2). The analysed communes are located on the Baltic Sea and the Bay of Puck. The length of the coastline of all municipalities is approximately 111 km, including just over 50 km of the coastline of the Baltic Sea and about 60 km of the bay. In the east, the area borders on the Krokowa commune, in the south-east and on in the south with the rural commune of Wejherowo, with Rumia, Reda and Kosakowo. Further south is already the city of Gdynia, Sopot and Gdańsk - the core of the metropolitan area.

The above conditions are an important factor determining the need for appropriate solutions in the field of transport services and many barriers and limitations in this area. There are around 7800 inhabitants living in the peninsula (off the season).
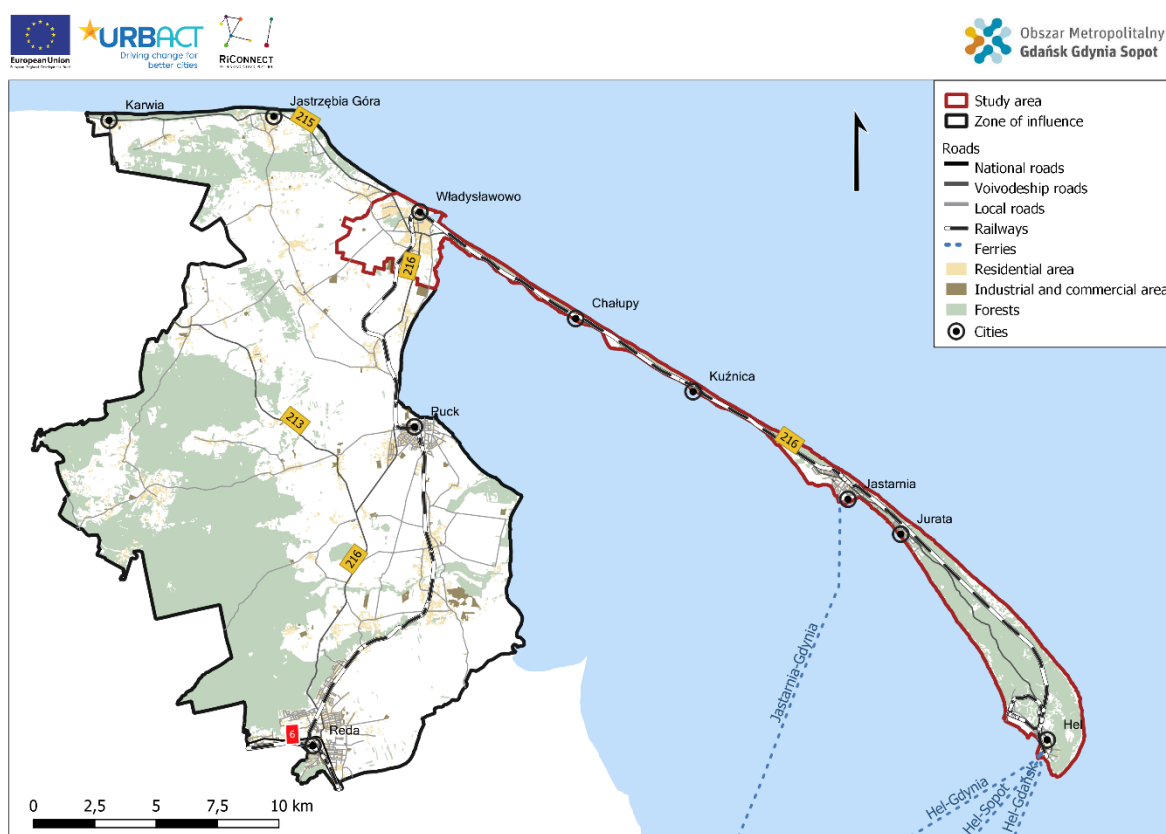
Figure 8: Location of the IAP site. Source OMGGS

4.3 Site Analysis

4.3.1 Analysis

<u>Road system</u>

The most fundamental elements of Hel's route network consist of two regional (voivodship) roads. First, road No. 216 which is the backbone of the whole local system, begins in Reda and runs through Puck and Władysławowo, reaching Hel after 56,7km. It is the main link between Puck County (Powiat) and Tricity. The second one, road No. 215, plays a crucial role especially during summer as it distributes holiday traffic westward, along the coast towards Karwia, deriving out of the link with road No. 216 in Władysławowo. Considering the fact that both roads act as the accessways for holiday resorts, lodgings and beaches, traffic congestion levels during summertime worsen significantly. The highest peaks are usually reached daily in the second half of June, July and August (particularly during weekends) as well as in September and the first half of October. In addition, the other important routes that need to be mentioned are the national road No. 6 and S6, which together create Tricity ring road. The belt is the main artery of the region, due to the fact that it combines and streams the all the traffic from A1 highway and S7 expressway towards the north.

<u>Railway system</u>

Northern part of the region in general, lacks well developed railway system, which is why the entire local rail transport operates on one single non-electrified track of the No. 213 line. The 213-line links Reda with Hel at total distance of 62 km. Along its length, there are seven train stations, and seven passenger stops. The railway serves for passenger transportation as well as cargo, that is why in order to improve its capacity and operation fluency on the peninsula, there are four passing loops provided at Władysławowo, Kuźnica, Jastarnia and Hel stations. However, due to the maximum capacity being reached at around seventeen pairs of trains, the system gets bottlenecked, resulting in the average waiting time at passing loops extending even to forty minutes. Therefore, rail transport becomes unfavourable travel option for passengers, particularly during high season.

Unfortunately, the Hel railway line also acts as a physical barrier, especially for those wanting to reach the beaches. The reason being is that the pedestrian crossings are not situated along the main pathways leading to the sea, but around urban areas. This often forces dangerous behaviours such as jaywalking or trespassing.

As the railway network does not include northern coastal towns, there are five bus lines provided to Jastrzębia Góra from Władysławowo train station, and two from Gdynia to Jastrzębia Góra.

Maritime transport and infrastructure

Small ports and harbours which are located along the Hel Peninsula and the Coast of Gdańsk, play an important role especially in maritime tourism and at the same time provide facilities for local fishing industry. There are four small seaports in Hel, Jastarnia, Puck and Władysławowo which serve mainly as fishing ports, and eleven harbours: Chałupy I, Chałupy II, Chłapowo, Jastarnia I, Jastarnia II, Jastarnia III, Karwia, Kuźnica I, Kuźnica II, Osłonino, Swarzewo.

Additionally, during summer season, Żegluga Gdańska provides several ferry lines which link: Gdańsk and Hel, Gdynia and Hel, Sopot and Hel as well as Gdynia and Jastarnia. Ferries as a mean of public mean of transport may become popular and favourable, provided that ticket are reasonably priced.

Land use

Forests cover almost 37.6 % of the area of the IAP-site. They mostly stretch across western and northern parts of the area. However, the evergreen forests (coniferous for.) are also heavily present on the Hel Peninsula, reaching over 50% of its total area. During the first half of 20th century, those woods were planted there on dunes, in order to strengthen the seashores as well as to camouflage military facilities located at the tip of said cape.

Arable lands lie roughly in the centre of the area, covering around 34% of its territory. Whereas in the study area they are situated only around Władysławowo, and also, they do not exceed 4 km2 which is not more than 10% of its area.

Pastures and meadows are located on wetlands and peat bogs around the mouth of Reda River which debouches into the Puck Bay, in the south of defined zone of influence. They also stretch along the swamps of the northern coast as well as longitudinally following the valley of Czarna Woda to the south.

Built-up areas are concentrated mainly along the Regional (voivodeship) road No. 216, stretching from Reda in the south, surrounding Puck all the way to up Władysławowo, and then heading in the eastern direction through Hel Peninsula. Their share of the total land cover varies from almost 7% for the area of influence to over 10.5% for the area of study. The main urban centres of the study area are Władysławowo and Hel smaller towns on the peninsula are: Jurata, Chałupy and Jastarnia with a seaport.

Undoubtedly the most precious and distinctive elements of the coast are beaches and dunes. In the area of influence, their share in the total area barely exceeds 1%. Apart from the sandy coast, in the area of influence, there is a unique cliff coast in Jastrzębia Góra, where the beach is narrowed only to a few meters. Beaches and dunes cover more than 10% of the study area. They both run along the Puck Bay and the open sea. Also, minor share of total area, display the inland dunes located at the end of the peninsula near the town of Hel.
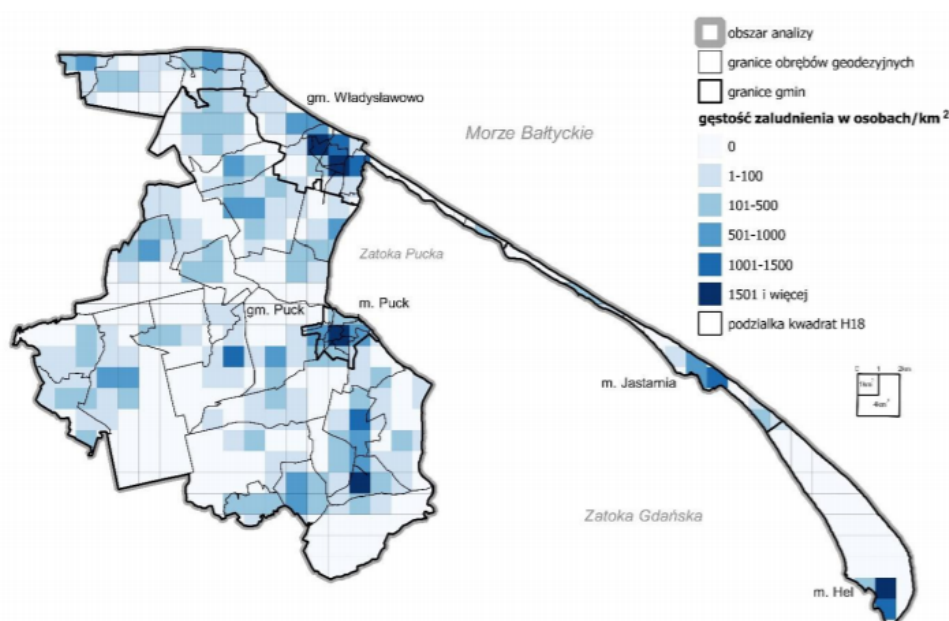
Figure 9: Population density Source: OMGGS

4.3.2   Emerging Topics

Using the SurveyMonkey application, we conducted a survey among people invited to participate in our ULG – we got 12 answers. According to the survey low social awareness and lack of cooperation between stakeholders are our main emerging topics. Limited possibilities of both road and rail infrastructure in the indicated area they contribute to the problem of congestion of transport networks that are not designed to be moved high vehicle and passenger traffic. Therefore, it is necessary to take action in the field of improving the transport service of the Peninsula.

The main challenge will be to develop an action plan containing a package of activities that will realistically affect the transport behaviour of both residents and tourists. The plan will be based on the involvement of the inhabitants of the area and will take into account all conditions and possibilities.

4.4   URBACT Local Group

4.4.1   Members & Stakeholders

The main objective of our ULG is to bring around the table the different interests at stakes and different perspectives to frame problems and agree policy priorities, and design concrete solutions so as to address these problems in the most efficient way. We expect our ULG to work on action plan that will be most important element of the mobility plan. We want to develop a cooperation model that will also function after the end of the project.

The leader of the ULG is the project coordinator Karolina Orcholska, but we take into account selecting the group leader as the work progresses (based on the activity and commitment of individual members)

Stakeholders that we consider inviting to the ULG:

- Pomeranian Regional Planning Office
- Representatives of the municipalities - authorities and administrative staff (Władysławowo, Jastarnia, other municipalities)
- Sustainable urban mobility exerts
- InnoBaltica – a company implementing onnovative communication solutions
- Inhabitants and local businesses representative
- Transport infrastructure authorities
- Public transport providers and operators
- NGO's

The first meeting of ULG will take place in December. Then we plan to meet once a month. At the beginning (according to COVID-10 situation) we will meet on-line (using zoom application) but we do hope that we will be able to start real meetings starting from spring. For now, we will keep workshop, webinars (also those organized by the RiConnect network). Then we would like to use more URBACT tools – that works perfectly during face-to-face meetings.

4.4.2 Processes & Tools

We will use the URBACT LSG Toolkit that has been created to support partner cities with the challenging task of developing participatory action-planning and implementation. It provides guidelines and tools that have proved useful in bringing together city stakeholders and facilitating collaboration in the analysis of urban challenges and the co-creation of solutions.

What will help us the most is the fact that the toolkit also provides some practical tools to support cities in setting up and running a ULG, and in producing an integrated local action plan.

Some of the tools that will be used during the 2nd phase:

- Stakeholder analysis and Stakeholders Importance/ Influence matrix
- Self-assessment tool for Local Support Group
- Problem tree and Problem and solutions table
- Action table
- Self-assessment tool for Local Action Plan
- URBACT toolbox

4.4.3 Engagement Strategies

Our plan to engage citizens and private sector partners is simple and based on engagement principles:

- EMPOWER ADJACENT COMMUNITIES AND CHAMPION ADVOCATES - collaborate with existing communities and active individuals to support and facilitate their ideas (identify local champions, built on local knowledge and skills, involve communities in the process).
- DESIGN FOR TRUST, ESPECIALLY AROUND CHANGE - foster confidence through every stage of the engagement journey through clear communication and credible action (built trust, embrace change, grow as the project takes shapes).
- FACILITATE PERSONAL & COMMUNITY OWNERSHIP - People are essential in the process: ensure that they recognize the value and outcomes generated as their own (create a learning environment, ownership over the process and outcomes).
- DEBATE AND CO-CREATE ACROSS COMFORT ZONES - our responsibility is to breach the knowledge silos that form across the city and encourage the cross fertilization between people and initiatives.
- USE CHALLENGE AREAS AS CATALYSTS FOR INNOVATION - 'Data' can be difficult to understand on its own, so use challenges that help people understand how it can affect their daily lives.
- RESPECT THE VALUE OF VENUE: THE RIGHT SPACE AT THE RIGHT TIME - selecting the right space and time for your activities requires an understanding of the needs of the community you are engaging with, and your own aims.
- PROVIDE A CLEAR JOURNEY FOR PARTICIPATIONN AND VALUE VISIBILITY - make all stages of the project accessible to guarantee effective co-creation. Make the journey clear and visible.
- USE ALL POSSIBLE SOURECES TO INFORM AND INVITE PEOPLE – social media, local organizations, local groups etc.
- USE UNDERSTANALBLE AND SIMPLE LANGUAGE – the simplest the better.

We will use the available sources, such as the internet and social media. And when the situation returns to normal, we want to meet with the ULG as often as possible.

4.5 Roadmap

4.5.1 Project phases

The process of developing the mobility plan will be in line with the guidelines of the European Commission regarding the work on the SUMP:

<u>Phase 1 - Preparation and analysis</u>

The first milestone and the starting point for the SUMP process is an explicit decision by policymakers to prepare a Sustainable Urban Mobility Plan. In the first phase, the groundwork for the planning process is done by answering the following questions:

- What are our main problems and opportunities?
- What are our resources?
- What is our planning context?

Phase 2 - Strategy development

The goal of the second phase is to define the strategic direction of the Sustainable Urban Mobility Plan in cooperation with citizens and stakeholders. The key questions in this phase are:

- What are our options for the future?
- What kind of city do we want?
- Which strategies and actions should we plan to achieve our vision?
- How will we determine success?

Phase 3 - Measure planning

With the third phase, the planning process moves from the strategic to the operational level. This phase focuses on measures to achieve the agreed objectives and targets. Here the Sustainable Urban Mobility Plan is finalised, and its implementation prepared by answering the following key questions:

- What will we do concretely?
- What will it take and who will do what?
- Are we ready to go?

Phase 4 - Implementation and monitoring

The fourth phase focuses on implementing the measures and related actions defined in the SUMP, accompanied by systematic monitoring, evaluation, and communication. Here the actions are put into practice by answering the following key questions:

- How can we manage well?
- How are we doing?
- What have we learned?

4.5.2   Knowledge exchange

By bringing together partners to collaborate on a specific issue and share experiences at transnational level, the ULG aims to enhance the impact of networking activities on local policies and practices. We will share materials, information, presentations and tools given us at the international meeting. We also will invite our Project Expert to at least one of our ULG meeting. Network-wide events (e.g. webinars) will be open to ULG members.

OMGGS ROAD MAP - RiConnect - Integraed Action Plan - Road-Map and Time Schedule

	Phase	2020 Oct	Nov	Dec	2021 Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	2022 Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
1	**PHASE A - Activation**																								
1.1	Thematic Meeting #1	A1																							
1.2	Webinar #2: Urban Wastelands		A2																						
1.3	Road-Map Feedback (face-screen)		A3																						
1.4	IAP Roadmap (Deliverable)			A4																					
1.5	Site Analysis																								
1.6	Interviews + Data Analysis																								
1.6	Digital engeegment (questionnaires)																								
1.7	ULG extended meetings with NGOs, entrepreneurs etc.																								
1.8	Emerging Topics (Challenges & Potentials)																								
2	**PHASE B - Planning Actions**																								
Network activities	Thematic Meeting #2 (AMP+OMG-G-S)				B1																				
	Webinar #3: Rethinking the infrastructure					B2																			
	Thematic Meeting #3 (MGP+AMB)						B3																		
	Webinar #4: potential mobility and NBS							B4																	
	Thematic Meeting #4 (MDAT+VA)									B5															
	Transnational Meeting: Mid-Term Reflection (VA)												B6												
	Draft IAP (Deliverable)														B7										
Local activities	ULG meeting		B8		B9		B10		B11			B12		B13											
	Extended ULG Meetings						B10					B12													
	Open activities / meetings										B13														
	Implementation of SSA																								
Content + Milestones	Preparation of the TM																								
	Explanation of the TM																								
	Preparing local IAP structure																								
	Co-Creation Workshops						B14																		
	Good practice for Small Scale Actions									B15															
	Detailed Design of Small-Scale Action (SSA)										B16														
	Draft Integrated Action Plan												B17												
	Feedback from Authorities													B18											
	…																								
	…																								
	…																								
3	**PHASE C - IAP Implementation**																								
Network activ	Transnational Meeting: IAP Implementation (OMG-G-S)												C1												
	Webinar #5: Financing and implementation																	C2							
	Final IAP (Deliverable)																					C3			
Local activiti	ULG meeting																	C4		C5		C6	C7		
	Extended ULG Meetings																	C4				C6			
	Open activities / meetings																					C8			
Content + Mil	Defining responsibilities for implementation of actions																C9								
	Define framework for monitoring of actions																C9								
	Risks or obstacles related to implementation																C9								
4	**PHASE D - Finale**																								
Network	Final Meeting (AMB)																						D1		
	URBACT City Festival (sharing activities, deliverable)																							D2	
4.3	Discussion on implementation of IAP																								
4.5																									

Milesstones

PHASE A
A1 — Thematic Meeting #1: October 22, 2020
A2 — Webinar #2 - Metropolitan Governance
A3 — Pre-Christmas Meeting: tbd

PHASE B
B1 — Thematic Meeting #2: July 21, 2021
B2 — Thematic Meeting #3: April 21, 2021
B3 — Thematic Meeting #4: July 21, 2021
B4 — Mid-Term Reflection: October 21, 2021

PHASE C
C1 — Webinar Placemaking, tbd

PHASE D
D1 — Final Meeting, July 22, 2020

ULG Meetings (wider group incl. Citizens)
ULG Meetings

5 Stowarzyszenie Metropolia Krakowska (KMA)

5.1 General Description

Assumptions of our project are connected with changes in mobility in the Krakow Functional Area, arising from investments in mobility infrastructure, mainly reorganization of public transport functioning after developing of the Fast Agglomeration Railway system and changes in public spaces near the new mobility node in Skawina.

New sustainable mobility infrastructure brings in the impulse to rethink infrastructure to reorganise the way of moving of Skawina residents and to integrate mobility infrastructure. Moreover, ongoing changes are the opportunity to rethink functions of the surrounding area, which is connecting mobility infrastructure and the centre of Skawina – in particular focus on spatial planning perspective. Skawina is a representative place to show changes in mobility results in reorganizing how we move, that is why we have chosen that localization in the metropolitan context. Project is important for us, because it's the 1st step to rethink functions of mobility infrastructure after changes and change mobility behaviours of residents. In the 2nd step we want to implement similar activities in the rest of Krakow Metropolitan Association Members.

Main preliminary topics for our IAP are a) Reorganization and optimization of agglomeration transport connections in the area of Skawina Mobility Hub and Skawina as a whole; b) reflection on the functions of public spaces in the area covered by the Plan; and c) Analysis of the approach to communication with residents in the topic of changes in mobility, new investments and possible new options for daily travels

These topics results from our past activities and working with ULG, they are relevant on a local level because in our opinion, there is always a need of comprehensive thinking about mobility – development of mobility infrastructure and spatial planning aspects, but always in connection with changing mobility needs and behaviours of the passengers and the residents.

5.2 The IAP-Site

IAP Area (Skawina Mobility Hub with its surroundings) – and Skawina in general – is located on the East-South part of Krakow Functional Area, about 20 km from the centre of The City of Krakow. Skawina as an example of urban & rural entities – small town with historical connections with The City of Krakow as a core city of the Krakow Functional Area.
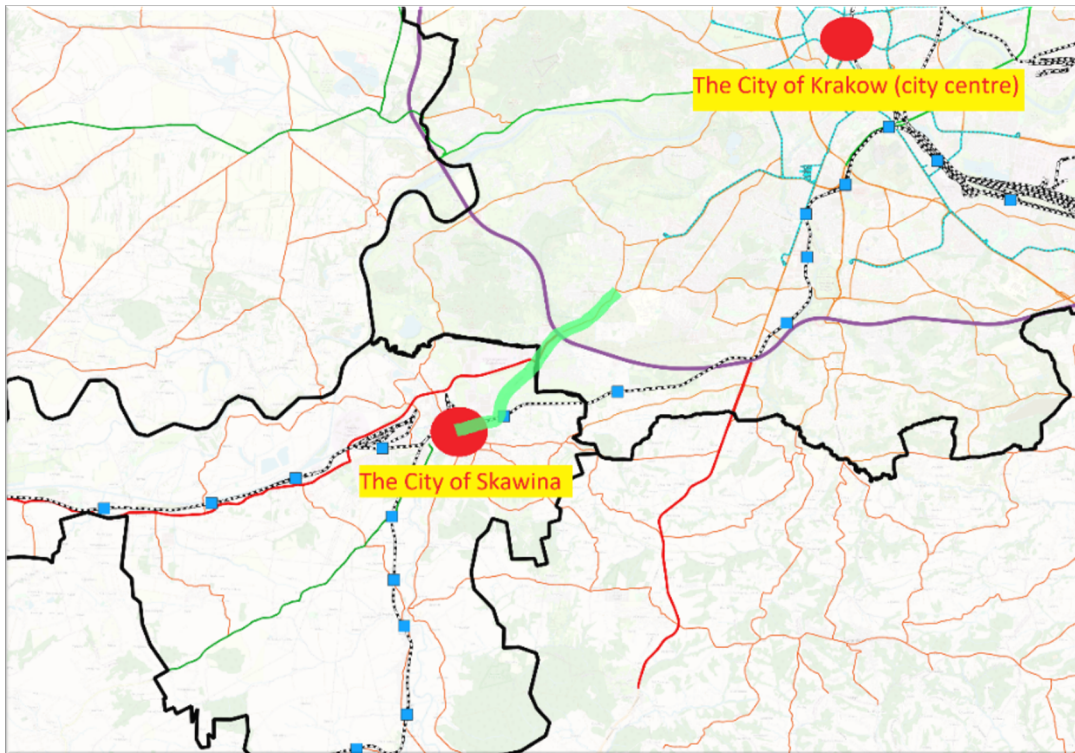
Figure 10: Location of Skawina and Krakow. Source: KMA

Skawina is a place with mobility of residents from Skawina to the City of Krakow, but from Krakow to Skawina too (a lot of industrial areas with workplaces). It determines needs of passengers – a fast way to The City of Krakow, but the opposite way too. Moreover, a lot of Skawina resident live, study and work in Skawina, without everyday travels to The City of Krakow. That's why it's important to take into account the perspective of passengers and residents of IAP Area during project activities.

Our IAP-site is a representative example of changes in mobility in Krakow Functional Area, connected with mobility investments and new functions of public spaces results from development of mobility infrastructure.

The Skawina Mobility Hub – as a main point of IAP-site- includes the Skawina Railway Station with a park & ride (500 parking spaces), a bus terminal, a roofed bicycle shelter, and the nearest surroundings. It is located between Krakowska Street and Kolejowa Street, bounded on the West by Niepodległości Street and on the East by the Spółdzielcze Estate. It is an area of about 18.75 ha with about 750 residents.

On the North from IAP Area there is a big industrial area with a lot of enterprises, on the South there is a centre of Skawina with a market square – mixed area with a lot of trade & services, administrative, recreational & residential functions. That is why we consider extending IAP Area by engaging to ULG representatives of some entities form industrial area.

Figure 11: the IAP planning area. Source: KMA

5.3 Site Analysis

5.3.1 Analysis

The IAP area is a connector between new mobility infrastructure (Skawina Mobility Hub) and the centre of Skawina and there is a need of rethinking functions of this area, connected with the residents and passenger's perspective. IAP Area consists of many types of infrastructure and incorporate mix functions of site planning. Moreover, it's an area of many infrastructural investments connected with sustainable mobility (Skawina Mobility Hub, redevelopment of railway line, development of active mobility infrastructure – for pedestrians and cyclists).

An analysis indicates that main functions of IAP Area are:

- communication (Skawina Mobility Hub planned as the main transport node of Municipality of Skawina in relation with The City of Krakow)
- residential (single-family and multi-family buildings)
- trade and services
- education and culture (kindergarten, school, library, museum)

Besides, we can notice undeveloped plots (mainly near Kolejowa Street) and necessity of revitalization (mainly in the middle and on the East side of IAP Area). On the North from railway station, there are located most of the industrial areas, on the South from IAP Area –

mix-use area (city centre) with market square, local administration buildings, schools, trade and services.

The survey required in the phase A of the project was filled in by 15 members of the ULG and was conducted in the form of open questions previously consulted with Lead Expert. Activities related to the interviews with members of the ULG were initiated by an online meeting of the ULG on the 21st of August 2020. The analysis included reported problems and context (perception of the area), identification of activities reported by the respondents which should be introduced in the area. Then conclusions were drawn, which in the next stage led to the creation of roadmap.

5.3.2 Emerging Topics

The analysis of the survey results allows to identify 4 problem areas, to which "emerging topics" indicated by ULG members can be assigned:

1. Spatial planning and future functions of the IAP Area: It is very important to design the space by creating a street grid with quarters with sides of max. length equal to 100 m (especially connection with Kolejowa Street). Creating a grid urban structure would open completely new development perspectives for the area and the whole Skawina.
2. Optimization and changes in public transport functioning: The most often indicated disadvantage is the frequency of courses of all types of communication. Some respondents pointed out the necessity of redesigning the routes of agglomeration communication in order to be able to connect with some parts of Krakow and neighbouring municipalities. It is also necessary to synchronize departures/arrivals to/from major interchanges after fully start of Skawina Mobility Hub
3. Implementing pro-social measures and informing about changes in mobility system: There is a need of organizing events, that could come IAP Area alive. Another important topic is to think about approach to encourage residents to change their mobility behaviours
4. Development of green infrastructure as an element of spatial development and direction of desired changes: The main problem of the studied area is the lack of greenery (about 30% answers) and a lot of car traffic. The area is besieged by residents who use numerous services located in the neighbourhood.

URBAN PLANNING	**Public spaces**	Creating a grid urban structure which could open new development perspectives for the area.
	Place of mix uses	Development of public spaces, services and residential buildings. The area should include a mix of functions: public spaces, residential, trade & services, gastronomy
	Infrastructure	Creating residents- and passengers-friendly infrastructure which is completing urban structure in appropriate way
	Greenery	Increase of green areas and considering environmental aspects on every stage of planning and implementing process

MOBILITY	**Integrated mobility node**	Providing better quality of Skawina Mobility Hub as main interchange mobility node in the Skawina Commune
	Integrated ticket	Providing solutions towards unifying ticket for all of public transport operators
	Reorganization of public transport	Providing reorganization of public transport functioning connected with changes in mobility after infrastructural investments in IAP Area

ECONOMIC SECTOR	**Business**	Increasing the quality of local business and preparing encouraging offers for local business

PRO-SOCIAL ACTIVITIES	**Quality of life**	Improving a quality of life of residents and passengers by realizing pro-social projects and activities
	Information & promotion	Increasing a level of knowledge of residents and passengers about changes in mobility and possibilities of using different modes of transport (including active mobility) in everyday travels

5.4 URBACT Local Group

5.4.1 Members & Stakeholders

ULG consists of representatives from different groups of stakeholders, strongly involved in development of IAP Area. In the 1st phase of the project ULG based on pre-existing forum – Sustainable Mobility Forum (representatives from KMA municipalities – public administration from 15 municipalities, representatives from Public Transport Authority and Marshall's Office). After recommendation from Lead Partner and Lead Expert about necessity to define more precisely IAP Area and adjust ULG after it, we have decided to involve stakeholders mainly from Skawina. There are representatives from the local government, local public administration, local residents and passengers, local urbanists and spatial planning experts, local NGO's and Public Transport Authority in Krakow – as public transport organizer. The leaders of ULG are representatives of Skawina municipality district office – as local experts, and representative of local government – Deputy Mayor of Skawina Municipality. In carrying out the project KMA cooperates with representatives of the Municipality of Skawina and the Public Transport Authority in Kraków. Thanks to their support, we will be able to analyse an approach to optimize the agglomeration bus lines to the Skawina Mobility Hub.

The most of ULG members have already been involved, we consider extending IAP Area by engaging to ULG representatives of some entities form industrial area. Within the project, meetings with stakeholders will be held in two levels - local and supra-local. Assumptions worked out with the local community and representatives of Skawina will be in the 2nd step partly consulted and adapted at the Sustainable Mobility Forum meetings to do similar activities in the future in different localizations in the Krakow Functional Area.

Frequency of meetings: we've had already four meetings of ULG (including pre-ULG and ULG after changes), we plan to have one meeting per month or 2 months. The next meeting will be on the beginning of December 2020.
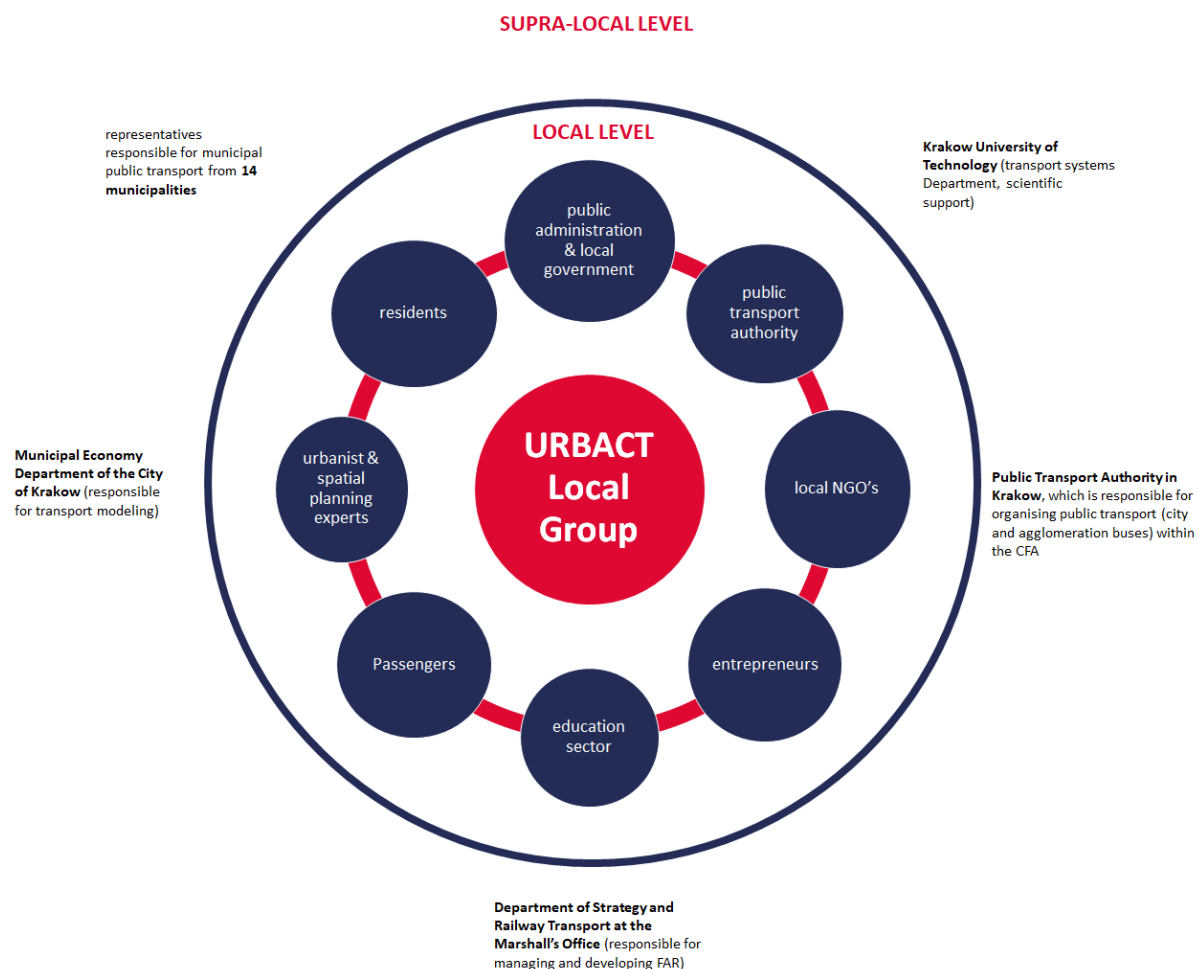
Figure 12: Structure of the ULG. Source: KMA

5.4.2   Processes & Tools

Because of COVID-19 perspective, we are using online tools to conduct meetings – e.g. ZOOM platform. Current phase of the project (activation and preliminary assumptions of IAP, sharing experiences from transnational meeting to local level) caused, that the main type of meeting is meeting as a presentation about results of questionnaires, emerging topics and experiences after transnational meeting with a discussion about these assumptions. There are also elements of extended ULG meetings (within Sustainable Mobility Forum), the next step will be co-creative sessions about assumptions of IAP and Small-Scale Action planned for 2021 and continuations of "standard" meetings with ULG.

5.4.3   Engagement Strategies

Engaging citizens and private sector members – the same way as working with ULG – because of COVID-19, the main communication channel will be online tools as ZOOM, e-mail communication. In the next phase we consider using tools presented during URBACT Summer University.

5.5 Roadmap

5.5.1 Planning Phases

Our project cycle is an attempt of incorporating transnational level experiences into local level and vice-versa and trying to develop IAP suitable for all of ULG members, with taking into account local challenges and local context.

Phase 1 - Activation

It focuses on preparing site analysis, main challenges for IAP Area from questionnaires and international online site visit - in the Krakow Metropolis Association in general and in Skawina – a place of IAP – in particular (online meeting). Our activities during phase A – especially organizing site visit with a lot of analysis - are very useful for next phases of the project. A big challenge for current and next phases is activating ULG members to participate in our ULG meetings and work creatively. Moreover, we published an article in KMA website and prepare articles to our newsletter (every 3 months) and we spread it into metropolitan level. Roadmap – as a summary of our activities during phase A and a plane for the next steps - is our final deliverable of an Activation Phase.

Phase 2 - Planning actions

It will focus on preparing draft of IAP – with correct assumptions and structure, agreed with ULG members. The 2nd topic for that phase is developing and conducting Small Scale Action. The main tool identified for that activities: meetings of ULG ("normal" and extend configuration – Sustainable Mobility Forum). An integrated part of phase B will be organizing "normal" ULG meetings or webinars after all of transnational meetings during 2021 (ULG meetings in February, June, October). Moreover – ULG meetings in May and December. Other meetings: local webinar after network webinar in April, open activities connected with Mobility Week in September and co-creation workshops in August. It's hard to define precisely the way of working and practicability of our plan for 2021 – because of COVID-19 situation and complicated nature of mobility and spatial planning topics. Important part of that phase will be Small Scale Action (event/process to check and prove the right direction of our IAP assumptions) - the 2nd half of 2021. Because of COVID-19, there's a possibility to organize meetings in that phase mostly online.

Phase 3 – IAP implementation

It will focus on implementing and monitoring actions from our IAP, this process will be probably connected with some open activities and of course ULG and international meetings.

Phase 4 – Finale

The **final phase** will focus on verifying assumptions of IAP and sharing results on regional and international level.

5.5.2 Milestones

Our milestones are strongly related with milestones defined on project level. The first milestone was organizing TM#1 in October 2020. Next steps: IAP RoadMap (Dec 2020), Small Scale Action (preparation May-Jun 2021, implementation between June and Dec 2021). Other milestones (internal): self-assessment before mid-term reflection in Sept 2021 (connected with creating "draft of a draft" of IAP). Dec 2021- draft IAP. June 2022 – our internal term for the final IAP.

5.5.3 Knowledge exchange

The way of sharing/transmitting knowledge between international and local level: webinar, standardized tools like online meetings with the ULG, presenting good practices from local level during international meetings (an example: presentation about good practices on TM#1). Moreover, using tools from URBACT Summer e-University. Our activities in RiConnect project are connected with other activities planned to conduct in 2021 – especially SUMP process. Because of our aim to prepare Sustainable Urban Mobility Plan for Krakow Functional Area in 2021, there're a possibility to sharing experiences between RiConnect and SUMP process through ULG meetings and meetings with KMA's members within the process of preparing SUMP – e.g. Sustainable Mobility Forum.

KMA's ROAD MAP - RiConnect - Integraed Action Plan - Road-Map and Time Schedule

1 PHASE A - Activation

#	Activity	
1.1	Thematic Meeting #1	A1
1.2	Webinar #2: Urban Wastelands	A2
1.3	Road-Map Feedback (face-screen)	A3
1.4	IAP Roadmap (Deliverable)	A4
1.5	Site Analysis (August-September)	
1.6	Interviews + Data Analysis (August-September)	
1.7	Digital engegement (questionnaires) (August-September)	
1.8	ULG meeting/extended ULG meeting. * Additional: We had 3 meeting with the pre-existing forum – Sustainable Mobility Forum (January, Ferbruary, May) - SUPRA-LOCAL LEVEL and one with representatives from Skawina (August) - LOCAL LEVEL	
1.9	Emerging Topics (Challenges & Potentials)	
1.10	Preparing virtual visit in Skawina (video)	
1.11	Preparing article about KMA	
1.12	Preparing article/post in KMA webside and Linkedlin	
1.13	Supplementing the expenses in the SynergySytem	

2 PHASE B - Planning Actions

Network activities

Activity	
Thematic Meeting #2 (AMP+OMG-G-S)	B1
Webinar #3: Rethinking the infrastructure	B2
Thematic Meeting #3 (MGP+AMB)	B3
Webinar #4: potential mobility and NBS	B4
Thematic Meeting #4 (MDAT+VA)	B5
Transnational Meeting: Mid-Term Reflection (VA)	B6
Draft IAP (Deliverable)	B7

Local activities

- ULG meeting
- Extended ULG Meetings
- Open activities / meetings
- Implementation of SSA
- Webinar

Content + Milestones

- Preparation of the TM
- Explanation of the TM
- Preparing local IAP structure
- Co-Creation Workshops
- Good practice for Small Scale Actions
- Detailed Design of Small-Scale Action (SSA)
- Draft Integrated Action Plan
- Feedback from Authorities
- Defining our main goals/problems in the project
- An article about IAP assumptions
- Self-assessment before mid-term reflection
- "Draft of a draft" of IAP

3 PHASE C - IAP Implementation

Network activities

Activity	
Transnational Meeting: IAP Implementation (OMG-G-S)	C1
Webinar #5: Financing and implementation	
Final IAP (Deliverable)	C2

Local activities

- ULG meeting
- Extended ULG Meetings
- Open activities / meetings
- ...
- ...

Content + Milestones

- Defining responsibilities for implementation of actions
- Define framework for monitoring of actions
- Risks or obstacles related to implementation

4 PHASE D - Finale

Network activities

#	Activity	
	Final Meeting (AMB)	D1
	URBACT City Festival (sharing activities, deliverable)	D2
4.3	Discussion on implementation of IAP	
4.4	Final IAP	

Milestones

PHASE A

A1	Thematic Meeting #1: October 22, 2020
A2	Webinar #2 - Metropolitan Governance
A3	Pre-Christmas Meeting: tbd

PHASE B

B1	Thematic Meeting #2: July 21, 2021
B2	Thematic Meeting #3: April 21, 2021
B3	Thematic Meeting #4: July 21, 2021
B4	Mid-Term Reflection: October 21, 2021

PHASE C

C1	Webinar Placemaking, tbd

PHASE D

D1	Final Meeting, July 22, 2020

ULG Meetings (wider group incl. Citizens)

	ULG Meetings

6 Anaptyxiaki Meizonos Astikis Thessalonikis (MDAT)

6.1 General Description

Under the title "Re-coding Urban Voids: Reconnecting functionless areas in the city", the Thessaloniki RiConnect Project aims to develop a strategic action plan of how to re-engage a large functionless area, a former military camp, and to reconnect it with the urban tissue, in local and metropolitan level. The aim is to develop a model reconnection strategy applicable to all the former military camps in Thessaloniki, as there are 15 similar sites remaining as wastelands all over the urban metropolitan area.

The urban wastelands consist valuable urban terrains, where the metropolitan cities can invest in their sustainable future. These wastelands are part of Thessaloniki's urban landscape and everyday life for many city dwellers. They are places for walking, sport activities, playgrounds, places for passing through. There is also a former military camp where some grassroot, urban farming initiatives take place.

Furthermore, we pay growing attention to the former military camps areas in Thessaloniki, as consider them as valuable places for urban biodiversity. Due to their spontaneous vegetation and the growing natural ecosystem, the camps occupy a special place in the range of semi-natural spaces in the metropolitan area of the city.

Thessaloniki RiConnect project will focus to the Former Military Camp of Kodra (within the administrative borders of the Kalamaria Municipality) having as goal to regain the waste land and reconnect it to the urban fabric, in three spatial levels of interventions:

- Level A – Local, internal interventions, connections and pathways
- Level B – Local, reconnection with the surrounding neighbourhoods
- Level C – Metropolitan, mobility and transportation mean for reconnection in metropolitan level

The Thessaloniki RiConnect project will be in close collaboration with the Municipality of Pavlos Melas trying to incorporate good practices and results of the extent regeneration procedure for the Former Military Camp of Pavlos Melas. Thessaloniki RiConnect strategic action plan will support the Municipality of Pavlos Melas regarding Level B and C practices.

6.2 The IAP-Site

The former military camp of Kodra is located within the administrative borders of Kalamaria Municipality and was one of the largest camps in the Balkans already since the time of the Ottoman era. In 1912, following Thessaloniki's liberation from the Ottoman Occupation, allied forces are installed at the camp. During the World War I, barbwires and ditches cover the entire area, while in 1919, following the Treaty of Versailles, the Greek army reinstalls the camp. Following the withdrawal of the last military units in 1994, important archaeological

findings are discovered here. Excavations bring into light new findings and prove that a prehistoric settlement existed there. The remaining buildings, dating mostly back to the beginning of the 19th century, include the military headquarters, the recreation room, the dormitories, the prefabricated warehouses, and other military buildings of secondary uses.

The site is located on the eastern part of the Thessaloniki urban coastal zone. Today is a field of approximately 36Ha, an open space of high importance due to its position, its archaeological interest, and its natural beauty.
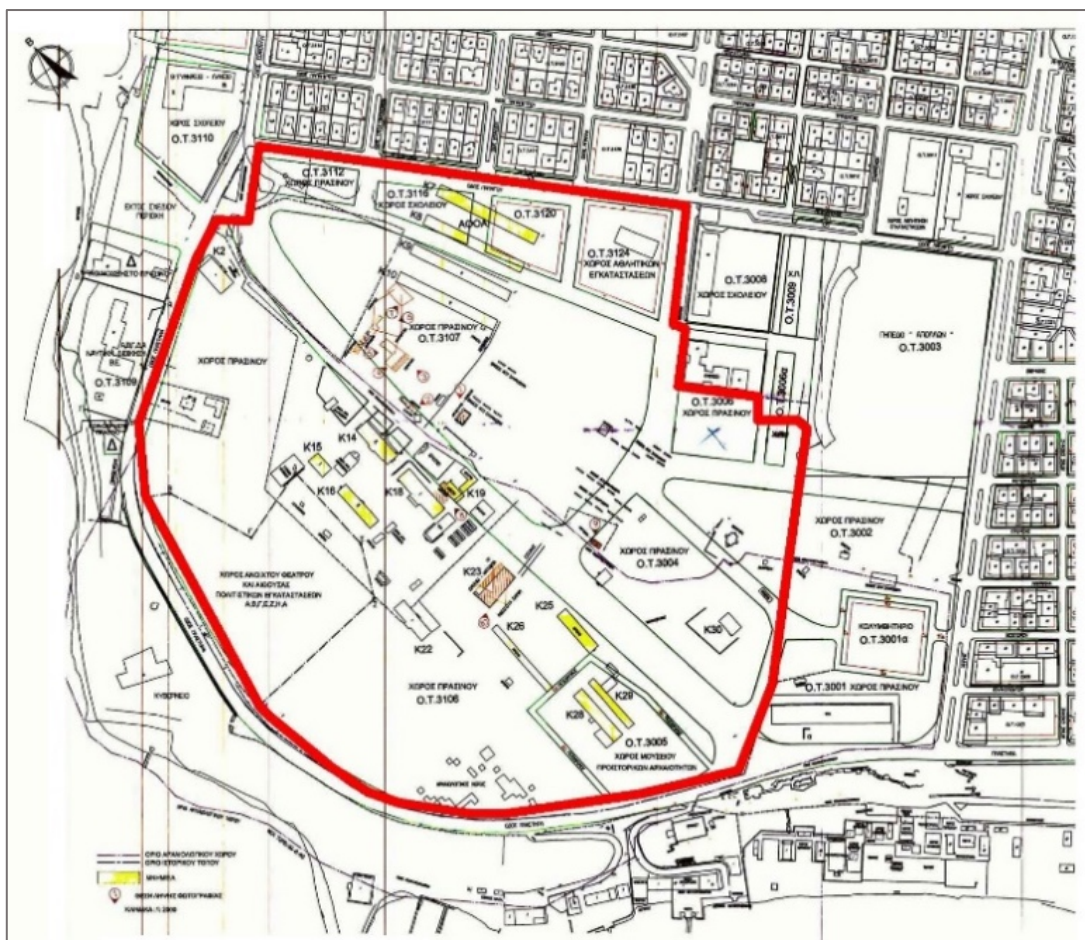
Figure 13: red-line map of the site area (36,00 Ha). Source: MDAT

Figure 14: Location of the Former military camp of Kodra in the metropolitan area of Thessaloniki. Source: MDAT

6.3   Site Analysis

6.3.1   Analysis

The Former Military Camp of Kodra is located within the administrative borders of the Municipality of Kalamaria. Municipality of Kalamaria is located in the east side of the city. Densities in the Municipality of Kalamaria are relatively high, often exceeding 400 inhabitants/ha.

Municipality of Kalamaria is a newly developed area related to the metropolitan centre. The urban grid in the surrounding area of the site, is formed in orthogonal layout and several routes lying at right angles to the coastline, creating favourable environmental and microclimate conditions.

The municipality is served by a relatively frequent public bus service, however, the very high passenger load factor, especially during peak hours, discourages the use of public transport modes. Other transport problems, which are related to parking, the poor condition of sidewalks, and the lack of an attractive, comprehensive, integrated, and well-designed pedestrian and bicycle network, were also observed during the fieldwork and site analysis.

As for the land uses, the analysis made in a macro and micro level, around the Kodra ex-military camp. The surrounded area is mainly a mixed uses residential area with a mix of local facilities such as retail and services, recreation, education, and public assembly uses. The analysis of the broaden area shows that recreational uses are mostly sited on the coastal front zone and along the most central pedestrian routes.

The coastline lies in a lower level from the coastal road and much more than the Kodra site. Thus, the connection with the coastal zone facilities is not direct. Further than the recreation facilities, in the nearby coastal zone there are two major metropolitan landmarks: Marina of Thessaloniki and the "Palataki" Mansion.

The marina of Thessaloniki (or marina of Aretsou) is located on the southern side of the coastal zone of the municipality of Kalamaria, in an area called "Mikro Emvolo", only 7km away from the centre of Thessaloniki. The marina offers today 242 berths for yachts up to 30 meters of length. The "Palataki" Mansion is the popular name for a neoclassical mansion, officially known as the Government House. The mansion was built during the 1950s and during the '60s used as the official royal residence in northern Greece. Now, the owner of the listed building, which is also abandoned, is the Hellenic Ministry of Interior, Sector of Macedonia and Thrace.

The methodology of site analysis follows the three main spatial levels of approach: (A) local micro-level, the internal environment of the site, (B) local level, surrounding areas and connections, and (C) metropolitan level connections and mobility infrastructures.

The analysis reveals attention to the internal qualities of the site and the micro-level environment and highlight key issues which will be further examined by a collective impact approach through the ULG's activity workshops: the place memory as collective memory, landscape, environmental qualities, views and green qualities, the materiality of the space, patterns and forms, paths, imageability of site, edges, space clusters, nodes and landmarks, (based on Kevin Lynch methodology)

The Interviews addressed to three type of stakeholders: Local government & authorities (6), Stakeholders of expertise (10) and Social actors (9). The expertise areas include topics such as mobility, urban regeneration, integrating infrastructure (including cultural heritage infrastructures) and ecosystem functions.
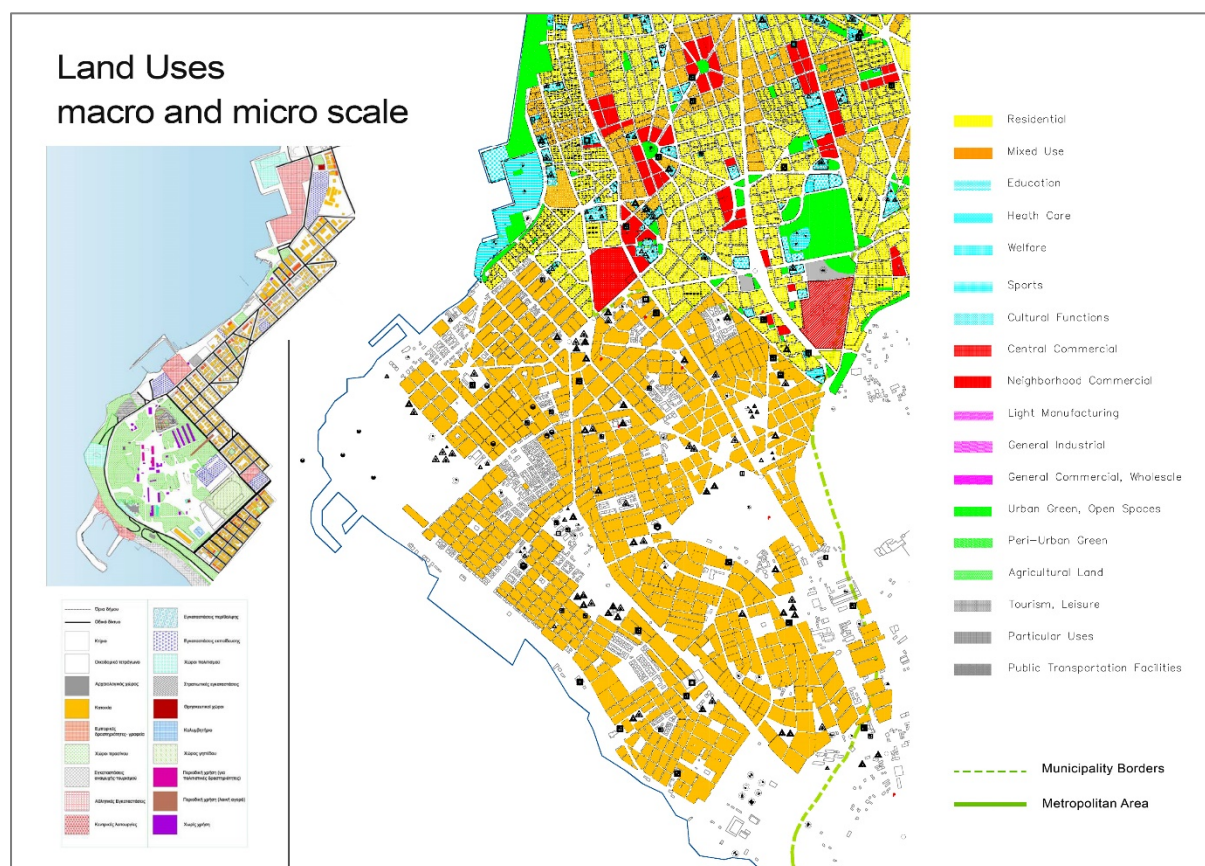
Figure 15: Land uses analysis in macro and micro-level. Source: MDAT

6.3.2   Emerging Topics

The analysis of interviews gives us input for the site's emerging topics, the main challenges and potentials. We analysed the interviews' texts where we recorded a series of issues concerning the qualities/features of the site, positive or negative. We evaluated these qualities, in a value scale from 0 to 5, where 0 is the lowest value and 5 is the highest (peak) value. The lowest value features concern the existing site problems and challenges, and the peak value features concern the requested future qualities of the site. There are some existing site qualities that are requested to remain the same in the future, such as the availability of land as open public space, the environmental qualities of place, the location qualities.

Emerging topics	Value (present)	Value (Future)
Availability of urban land	5	5
Location of the site	5	5
Green space	3	5
Quality of public / open space	0	5
Landscape / natural ecosystems	4	4
Safety of place	0	5
Building stock (availability)	5	5
Preservation of Cultural heritage	0	5
Cultural infrastructures	1	5
Local connections / accessibility	0	5
Metropolitan connection	1	4
Seafront area connections	1	5
Cycling and walking (internal)	1	5
Archaeological places / attractions	5	5
Public transportation connections	2	5
Metropolitan identity	1	4

0 = lowest value (problem)

5 = peak value (requested quality)

0 1 2 3 4 5

Lowest value: **urgent problems**

    Quality of space (tumbling trash)
    Safety – sense of place safety
    Preservation of historical buildings
    Accessibility issues

Peak value: **requested future site qualities**

    Green space /public space
    Historical building as new infrastructure
    Safety of place
    Connections, place accessibility
    Seafront connection
    Cycling / walking

Figure 16: Interviews analysis. Emerging topics, site challenges and potentials. Source: MDAT

6.4 URBACT Local Group

6.4.1 Members & Stakeholders

Our ULG initially consists of actors that were identified during the stakeholders' mapping, and then in the middle of the process will be populated by additional actors that are considered collectively to be crucial for the development of the IAP and the implementation of the SSA. The ULG is structured on an equal and equitable model, respecting the individual personalities while leaving space for balanced team/community dynamics to grow. Therefore, it cannot already be identified how exactly the ULG will be structured and who will be the leader of it. ULG coordinator is the Thessaloniki project coordinator supported by an external expert.

The aforementioned ULG actors are representatives of local authorities of all levels and relevant topics (mobility, urban planning and regeneration, cultural heritage infrastructures and ecosystem – green spaces functions), representatives of local associations and organizations, and of course local residents and professionals/workers. We aim for a variety of demographics representing, including gender, origin, age, educational level, and employment. Furthermore, because of the site location importance, we are going to involve national level authorities, such as the Hellenic Republic Asset Development Fund (HRADF), owner of the nearby Marina of Aretsou – Kalamaria and the Hellenic Ministry of the Interior - Section of Macedonia & Thrace.

6.4.2   Processes & Tools

We plan to have frequent meetings, approximately once every month. Our meetings will have the format of interactive workshops, with topics directly connected to the development of the IAP, while we also have workshops that aim towards the team building of the group. The last category allows for enhancing the sustainability of the program.

Our methodological approach is tightly connected to placemaking and community building. Therefore, our meetings will vary in format, scope and final outputs. We will have interactive workshops in closed spaces or virtually, but also field workshops. The whole process will be a co-creative design process, where the insights of every workshop will feed the content and format of the next one.

The meetings schedule will include the followings:

<u>Prelude: Break the ice:</u> first step towards the development of a coherent ULG, that would develop into an engaged community.

<u>Stage 1: Look at the past, reflect on the present and bring to the future</u>: acquiring common familiarity on what has already been done on the topic and place in the past and how we can use it for the present and future, including the IAP. Two interactive workshops on knowledge sharing.

<u>Stage 2: Assess the place collectively</u>: diving into the assets and potential challenges of the place, while reflecting on the identity of the place. Two interactive and potentially on-the-field workshops on assessing the place and the above-mentioned scales with a placemaking approach.

<u>Stage 3: Are we missing someone?</u> It's important to identify at this stage of the process, having also gone through the place assessment process, whether we are missing someone from our ULG. One interactive workshop on community mapping, using tools of community building, design thinking and placemaking.

Intermezzo: <u>Building our ULG Community:</u> since the ULG group has grown and expanded it's important to reconnect and calibrate our team dynamics and, if needed, reassess our role individually and as a community. One workshop on team- and community building within the group.

<u>Stage 4: Time to ideate!</u> reflecting on the place assessment and the assets of our group/community of ULG, what would be the vision, objectives and missions that we would like to express and strategize in order to develop our IAP. Two interactive workshops for the integrated urban development of the place, and ideating on Small Scale Actions, while linking it to the IAP and the development of the IAP 1st Draft.

Stage 5: Call to Action: having developed the draft of the IAP it's important to see some of our objectives being tested on the field. Two interactive workshops on co-designing and co-implementing Small Scale Actions.

Intermezzo: Building our ULG Community: following the SSA it's important that our ULG community celebrates and enjoys also the physical output of our efforts so far. One activity on the field with team- and community-building impact.

Stage 6: Listen and Fine-tune: having tried out our ideas on the field it's the right time to reflect back on the 1st IAP Draft, evaluate it and fine-tune it in an integrated, cohesive and co-creative way. One interactive workshop on evaluating and suggesting fine-tuning actions to the draft IAP.

Stage 7: Share and Celebrate! for two months we share the outcome and output of our co-creative process with our surrounding stakeholders and communities. A series of dissemination and outreach activities planned and initiated by the ULG, additional to the ones taken by the partner organizations.

6.4.3   Engagement Strategies

Our methodology is rooted in placemaking, which is a community- and place-driven approach towards integrated urban development. Therefore, the engagement of citizens is an inherent element of our ULG development. We will use different modes of communication to engage with the ULG members, including P2P outreach, we will organise and curate a social media community space (e.g. a FB group), we will use local physical and digital media that are relevant and popular to the ULG members and last, due to the COVID-19 restrictions we will move our outreach activities in the virtual or hybrid spectrum. This would mean that we either develop mini online campaigns, or we develop a series of engagement actions on the physical space that allow for social distancing and individual interaction.

6.5   Roadmap

6.5.1   Planning Phases

Phase 1 – Activation

During the Activation phase we have concluded the site analysis and the problem analysis by interpreting interviews with main stakeholders. We have defined the main stakeholders through the stakeholders' analysis and mapping. The Phase A main output is the definition of the emerging topics for our IAP (challenges and potentials)

Phase 2 – Planning actions

Our planning actions include the participation in the Network activities and the organisation actions of the Thematic Meeting #4, in July 2021. The local planning actions includes the ULG

meetings. Aiming to a highly participatory process, the ULG activity is organised in a way so to give results in the project's milestones (draft Thessaloniki IAP, define and implement of the SSAs).

Phase 3 – IAP implementation

Our implementation phase includes the active participation in the Network activities, the ULG coordination, the implementation of the Thessaloniki Final Action Plan and the implementation of the Small-Scale Actions. Also, includes a series of local dissemination activities with the active participation of the ULG's members.

Phase 4 – Finale

The finale phase includes the participation in the Final Project's Meeting and the URBACT City Festival. Also, this is the phase where a series of local discussions with Authorities will take part to ensure the implementation of the Thessaloniki IAP. The discussion will engage also the ULG members. Following a placemaking approach, we will integrate a ULG's and related Municipalities common workshop on the place management procedure.

6.5.2 Milestones

Thessaloniki implementation procedure includes the following Internal Milestones:

- ULG coordination to ensure a highly participatory and co-design approach
- Co-design and implementation of the Small-Scale Actions
- Publication and dissemination of a comprehensive IAP publication
- Local Authorities approval of the IAP, implementation commitments and place management process adaptation.

THESSALONIKI ROAD MAP - RiConnect - Integraed Action Plan - Road-Map and Time Schedule

(Legend: milestone codes such as A1, B1, C1, D1 mark scheduled meetings/deliverables; ▓ marks shaded activity/ULG-meeting cells.)

Phase / Activity	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	Mar 21	Apr 21	May 21	Jun 21	Jul 21	Aug 21	Sep 21	Oct 21	Nov 21	Dec 21	Jan 22	Feb 22	Mar 22	Apr 22	May 22	Jun 22	Jul 22	Aug 22	Sep 22
1 PHASE A - Activation																								
1.1 Thematic Meeting #1	A1																							
1.2 Webinar #2: Urban Wastelands		A2																						
1.3 Road-Map Feedback (face-screen)		A3																						
1.4 IAP Roadmap (Deliverable)			A4																					
1.5 Site Analysis	▓	▓	▓																					
1.6 Interviews + Data Analysis	▓	▓	▓																					
1.6 Digital engagement (questionnaires)	▓	▓	▓																					
1.7 ULG extended meetings with NGOs, entrepreneurs etc.			▓																					
1.8 Emerging Topics (Challenges & Potentials)		▓	▓																					
2 PHASE B - Planning Actions																								
Network activities																								
Thematic Meeting #2 (AMP+OMG-G-S)				B1																				
Webinar #3: Rethinking the infrastructure						B2																		
Thematic Meeting #3 (MGP+AMB)							B3																	
Webinar #4: potential mobility and NBS									B4															
Thematic Meeting #4 (MDAT+VA)										B5														
Transnational Meeting: Mid-Term Reflection (VA)													B6											
Draft IAP (Deliverable)															B7									
Local activities																								
ULG Prelude Meeting: Break the ice				▓																				
ULG Stage 1: Look at the past, reflect on the present and bring to the future (2 Wokshops)					▓	▓	▓																	
ULG stage 2: Assess the place collectively (2 workshops)								▓																
ULG Stage 3: Are we missing someone? (1 workshop)										▓	▓													
Intermezzo: Building our ULG Community (1 workshop)													▓											
ULG Stage 4: Time to ideate! (2 workshops)														▓	▓	▓								
ULG stage 5: Call to Action for SSA co-design (2 workshops)																		▓	▓	▓	▓			
Implementation of SSA																					▓	▓		
Content + Milestones																								
Preparation of the TM						▓	▓	▓	▓	▓														
Synergies with other relevant projects (TM preparation)						▓	▓	▓	▓	▓														
Calls for local authorities to participate in TM#4							▓	▓	▓	▓														
Preparing local IAP structure													▓	▓										
Draft Integrated Action Plan													▓	▓	▓									
Feedback from Authorities															▓									
3 PHASE C - IAP Implementation																								
Network activities																								
Transnational Meeting: IAP Implementation (OMG-G-S)																C1								
Webinar #5: Financing and implementation																	▓							
Final IAP (Deliverable)																					C2			
Local activities																								
Intermezzo: Building our ULG Community (1 on the field activity after SSA implementation)																						▓		
ULG Stage 6: Listen and Fine-tune (1 workshop)																							▓	
ULG Stage 7: Share and Celebrate! (serries of dissemination activities)																							▓	▓
Publication of the Thessaloniki IAP																							▓	▓
Content + Milestones																								
Defining responsibilities for implementation of actions													▓	▓										
Define framework for monitoring of actions													▓	▓										
Risks or obstacles related to implementation																					▓	▓		
4 PHASE D - Finale																								
Network Activities																								
Final Meeting (AMB)																					D1			
URBACT City Festival (sharing activities, deliverable)																							D2	
4.3 Local discussions on implementation of IAP																					▓	▓		
4.5 Municipality of kalamaria & Palos Melas Common Workshop on Place management																							▓	▓

Milestones

PHASE A
- A1 — Thematic Meeting #1: October 22, 2020
- A2 — Webinar #2 - Metropolitan Governance
- A3 — Pre-Christmas Meeting: tbd

PHASE B
- B1 — Thematic Meeting #2: July 21, 2021
- B2 — Thematic Meeting #3: April 21, 2021
- B3 — Thematic Meeting #4: July 21, 2021
- B4 — Mid-Term Reflection: October 21, 2021

PHASE C
- C1 — Webinar Placemaking, tbd

PHASE D
- D1 — Final Meeting, July 22, 2020

ULG Meetings (wider group incl. Citizens)
- ▓ ULG Meetings

7 Vervoerregio Amsterdam (VA)

7.1 General Description

Poort van West is a project at the westside of Amsterdam. The project includes a renovation and upgrading of Station Lelylaan. This is needed as its infrastructure isn't equipped for the amount of (future) PT-users. Also, this station is rated as one of the worst in the country considering, among other things, its design and feelings of safety.

However, the Poort van West project does not tackle the surrounding areas of the station. With our RiConnect project, we aim to enhance this neighbourhood in cooperation with local stakeholders. We can expect that as the use of the station will increase enormously the coming years, the use of its surroundings will also increase. Yet, this area is not yet designed as (socially) safe, comfortable, and enjoyable. With the input of stakeholders from within the area, we aim to enhance the area and come to solutions that are experienced by the area's everyday users.

This project's relevance for the metropolitan area comes from the fact that the amount of people using, transferring, and staying in and around Station Lelylaan will increase the coming years. By creating a more enjoyable area, people will start to appreciate their trips more and more. This also adds to one of the main policies aims of the Vervoerregio Amsterdam, which is to take care of comfortable trips from door-to-door. As we see now that people experience the station and its surroundings quite negatively, we hope to change their views with this project.

The project is also relevant on a local level as it will make the travels of local people safer, more comfortable, and more enjoyable. Local citizens will experience their surroundings more positively and will start to use the area more, therefore making it a livelier neighbourhood.

7.2 The IAP-Site

The train station is a strategic regional location and portal to west side of Amsterdam. Several major connections cross each other in this specific spot. The most important destinations by train are Amsterdam Central Station (4 times/hour), Schiphol Airport (4 times/hour) and Zaandam (2 times/hour). The metro connects Lelylaan to important local destination like Amsterdam Zuid (CBD), Bijlmer-Arena and RAI Convention Centre. Tramlines connect Lelylaan with Osdorp, the city centre and Amsterdam the older part of West and East.

There are several bike-connections in the area. The most important are in eastern direction connection Lelylaan to Amsterdam West, South, Vondelpark and City centre and in western direction connecting to Osdorp.

The Lelylaan itself (street) connects Osdorp and Slotervaart to the A10 ring road motorway of Amsterdam at the edge of the area.

There are a lot of functions near the station like schools, shops, an art centre, offices, bars. There is also a lot of densification and redevelopment going on, but the logic and consistency of urban design calls for improvement. The main challenge for the Vervoerregio is to act as a catalyst for integrating infrastructure with urban development and improve the cooperation between, projects, department and stakeholders. The objective is to improve door-to-door journeys and match mobility to the surroundings and develop proximity of daily service by densification, mixed urban environments, development of nodes and robust public space networks.

Figure 17: Map 1. Location of Station Lelylaan, Amsterdam in PT-network. Source: VA
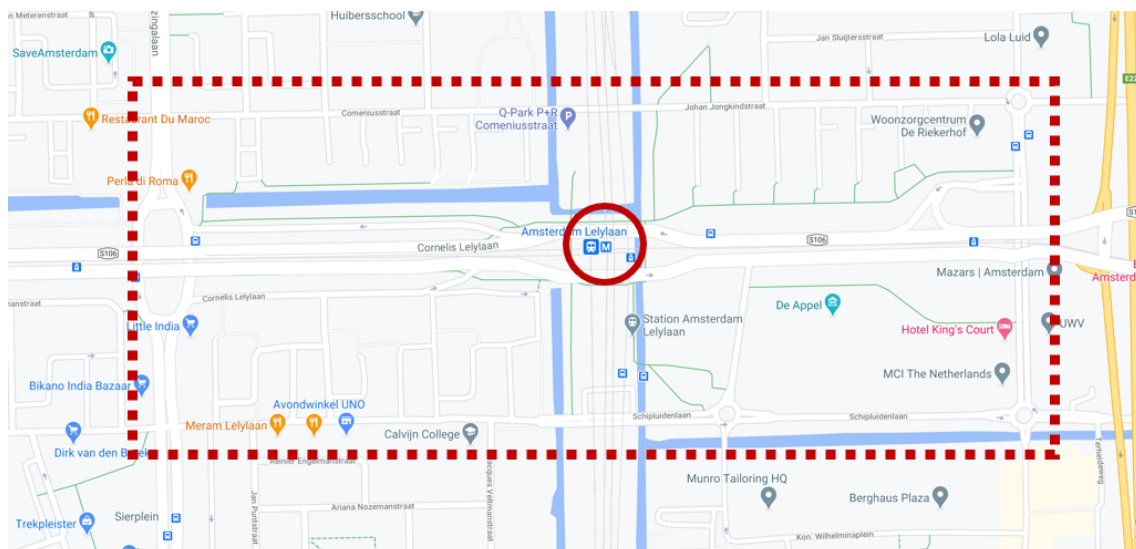
Figure 18: Project site: 40 hectares (1000m x 400m). Source: VA

7.3 Site Analysis

In figure 20 and 21 the uses and functions of buildings in the area is showed. The main function is housing but especially at the south site of the area more and more other function are emerging. Also, more and more ground floor areas are activated mainly in newly build buildings.
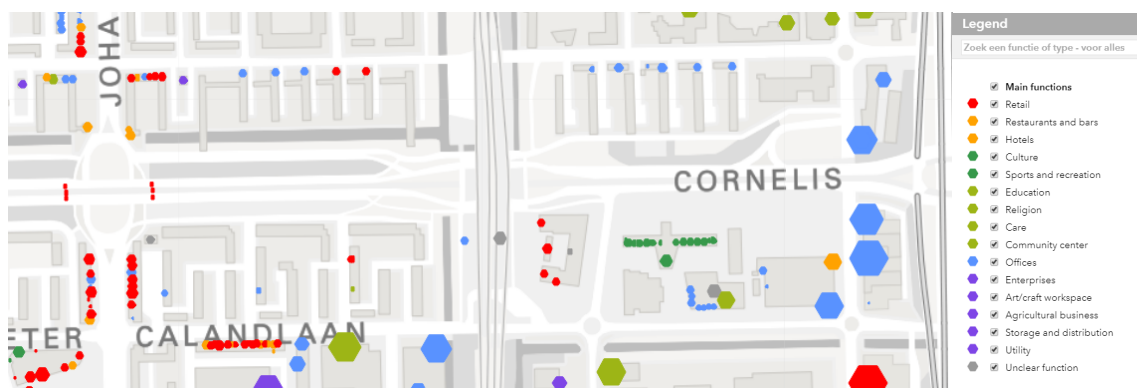
Figure 19: Main functions of the area. Source: VA
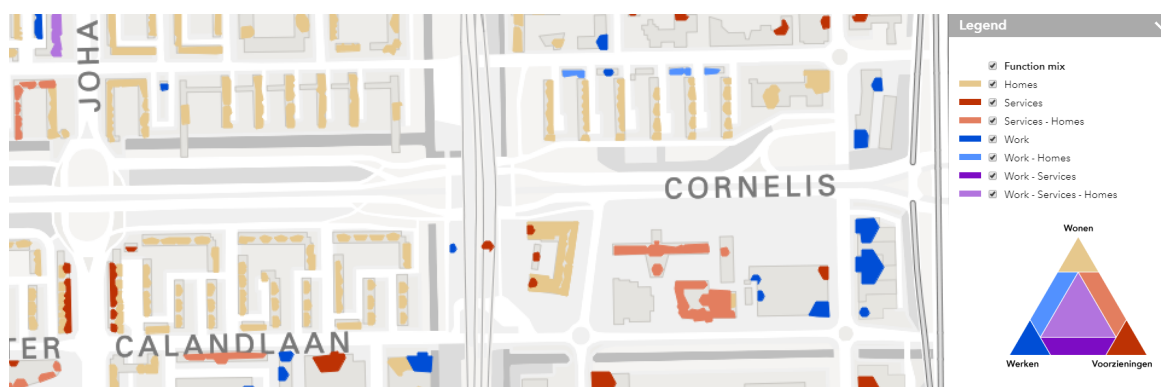
Figure 20: Function mix of the area. Source: VA

Interview results are not yet finalized because of lack of response. Only one stakeholder responded. We are trying to increase the response rate by contacting stakeholders again and asking other stakeholders to spread the questionnaire. If we have enough responses, we will analyse the results.

7.4 URBACT Local Group

7.4.1 Members & Stakeholders

Our ULG is formed by the Vervoerregio Amsterdam and the municipality of Amsterdam. The Vervoerregio takes the lead but works together with the municipality. The municipality

provided a list of stakeholders in the area, which we plan to involve in the ULG. These stakeholders include the secondary school situated in the area (Calvijn College), a local bar (Bar Lely), several representatives of owners' associations, and developers. Besides these stakeholders, we aim to include other local entrepreneurs and people working at national railway company NS - rail owner ProRail - local public transport company GVB. During our first meeting with these stakeholders at the 15th of December of 2020, we hope that the guests will have ideas on who to invite as well.

7.4.2   Processes & Tools

We plan to meet with our ULG every month, as well as with our extended ULG. However, the ULG may have other thoughts about this. We want their input on our plan and may adjust the number of meetings. The number of meetings can also differ per phase, as some periods might need more action.

We want to plan different types of meetings. First of all, we have meetings with the ULG in which we discuss the upcoming events and tasks. Also, these meetings may be combined with workshops, in which we will come to ideas on ways to improve the area. Besides these general meetings and workshops, we plan to organize open activities to inform and engage citizens. These might be located in Bar Lely, as we want these meetings to be as accessible as possible.

7.4.3   Engagement Strategies

As COVID-19 still influences our society on many levels, it is more difficult to engage citizens and private sector partners. As it is difficult to reach people, as for example bars are closed and people are stuck at home, we had to work with the stakeholder list the municipality of Amsterdam provided us with. We planned an online meeting through Microsoft Teams. We hope that during this meeting we will get input from the stakeholders on who else we can invite, and how they would like to meet up. For now, we plan the meetings online as our local government does not allow us to meet in person. We will try as much as possible to make the online meetings appealing, through technological innovations like MURAL, and by including energizers in the meetings to make it more fun.

7.5   Roadmap

7.5.1   Planning Phases

<u>Phase 1 – Activation</u>

During the **first phase** of our project-cycle, we did research on the area and tried to form the ULG with stakeholders in the area. We reached out to the stakeholders and asked them to fill in our questionnaire and to join the kick-off meeting in December. During this first meeting, which has a low response rate, we will ask the stakeholders if they know more relevant people

we can contact for this project. We plan on having another meeting with hopefully a larger stakeholder group in January.

Phase 2 – Planning actions

The **second phase** includes the creative sessions with the ULG. During this phase, we aim to come up with small scale actions in cooperation with local stakeholders. In order to do so, we want to have workshops during the ULG meetings in which ideas are exchanged. Furthermore, the open meetings in Bar Lely will provide an opportunity to citizens who are not part of the ULG to get information on the project and possibly to come up with ideas themselves.

Phase 3 – IAP implementation

During the **third phase,** we will make an implementation plan with the ULG. We will think about which responsibilities there are, the framework for monitoring actions, and the risks or obstacles related to implementation. During the ULG meetings we will take them through the process of implementation and pass along the knowledge from the last TM to them.

Phase 4 – Finale

During the **final phase** we will look back on the process with the ULG and pass on the IAP to the organizations that will have to implement the plan. Also, we will transfer knowledge with the other RiConnect partners during the URBACT City Festival.

7.5.2   Milestones

Phase 1	
1.7	Introduction meeting with ULG: December 15, 2020
1.8	ULG extended meeting: January, tbd

Phase 2	
2.16	Implementation of SSA: June + July, 2021
2.17	Draft IAP: October, 2021

Phase 3	
3.10	Final IAP: June, 2020

Phase 4	
4.4	Handover of the IAP

7.5.3 Knowledge exchange

To transmit the learnings from the TM into the ULG, we will give a recap during the ULG meetings. We will also use interesting footage from the TM. On the other hand, we will ask the ULG for input for the TM we will (help) organize.

VA's ROAD MAP - RiConnect - Integraed Action Plan - Road-Map and Time Schedule

Phase	2020 Oct	Nov	Dec	2021 Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	2022 Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep

1 PHASE A - Activation

#	Activity	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
1.1	Thematic Meeting #1	A1														
1.2	Webinar #2: Urban Wastelands		A2													
1.3	Road-Map Feedback (face-screen)		A3													
1.4	IAP Roadmap (Deliverable)			A4												
1.5	Site Analysis				A5											
1.6	Interviews + Data Analysis				A5											
1.6	Digital enegement (questionnaires)				A6											
1.7	Introduction meeting with ULG				A7											
1.8	ULG extended meetings with NGOs, entrepreneurs etc.					A8										
1.9	Emerging Topics (Challenges & Potentials)					A9										

2 PHASE B - Planning Actions

Network activities

Activity	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Thematic Meeting #2 (AMP+OMG-G-S)	B1											
Webinar #3: Rethinking the infrastructure		B2										
Thematic Meeting #3 (MGP+AMB)			B3									
Webinar #4: potential mobility and NBS					B4							
Thematic Meeting #4 (MDAT+VA)					B5							
Transnational Meeting: Mid-Term Reflection (VA)									B6			
Draft IAP (Deliverable)											B7	

Local activities

Activity	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
ULG meeting		B8		B8		B8		B8		B8		B8
Extended ULG Meetings			B9		B9		B9		B9	B9		
Bar Lely open meeting					B10					B10		
Join infomation meetings projects in neighbourhood	tbd	tbd	tbd	tbd	tbd	tbd	tbd	tbd	tbd	tbd	tbd	tbd
Implementation of SSA						B16	B16					
...												

Content + Milestones

Activity	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Preparation of the TM					B11		B12	B12	B12			
Explanation of the TM										B13		
Preparing local IAP structure												
Co-Creation Workshops			B14	B14	B15							
Good practice for Small Scale Actions		B15	B15									
Detailed Design of Small-Scale Action (SSA)				B16	B16							
Draft Integrated Action Plan						B17	B17	B17	B17	B17		
Feedback from Authorities							B18					
Final workshop/recap/presentation								B19				
Finalize IAP phase B										B20	B21	B22
...												

3 PHASE C - IAP Implementation

Network activities

Activity	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Transnational Meeting: IAP Implementation (OMG-G-S)	C1											
Webinar #5: Financing and implementation												
Final IAP (Deliverable)									C2			

Local activities

Activity	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
ULG meeting	C3			C3		C3			C3		C3	
Extended ULG Meetings		C4		C4		C4			C4			
Open activities / meetings								C5				

Content + Milestones

Activity	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Defining responsibilities for implementation of actions	C6	C6										
Define framework for monitoring of actions		C7	C7									
Risks or obstacles related to implementation			C8	C8								
Feedback authorities				C9								
Finalize IAP phase C			C10									

4 PHASE D - Finale

#	Activity	Jun	Jul	Aug	Sep
	Final Meeting (AMB)		D1		
	URBACT City Festival (sharing activities, deliverable)			D2	
4.3	Discussion on implementation of IAP			D3	
4.4	Handover of the IAP				D4

Milesstones

PHASE A
A1	Thematic Meeting #1: October 22, 2020
A2	Webinar #2 - Metropolitan Governance
A3	Pre-Christmas Meeting: tbd

PHASE B
B1	Thematic Meeting #2: July 21, 2021
B2	Thematic Meeting #3: April 21, 2021
B3	Thematic Meeting #4: July 21, 2021
B4	Mid-Term Reflection: October 21, 2021

PHASE C
C1	Webinar Placemaking, tbd

PHASE D
D1	Final Meeting, July 22, 2020

ULG Meetings (wider group incl. Citizens)
ULG Meetings

8 Métropole du Grand Paris (MGP)

8.1 General Description

The Poudrerie-Hochailles urban project is led by the Greater Paris Metropolis and aims at regenerating the entrance of the municipality of Livry-Gargan, located in the East of the metropolitan area. The city of Livry-Gargan is roughly 12 km away from the centre of Paris and its population density is low in comparison with the Metropolis as a whole. Its population approximatively amounts to 44 000 inhabitants and its density is of 6025 inhabitants/km2 whereas the density of the Greater Paris Metropolis is near 8700 inhabitants/km2.

The Poudrerie-Hochailles district mixes residential and commercial functions. It includes single houses, a garden city (social housings), and different types of stores that arrays from little ground-floor shops to large retailers such as hypermarkets.

At the local level, the municipality of Livry-Gargan shares the ambitions of the Greater Paris Metropolis which are at the crux of its municipal project. In addition, the municipality is willing to lead a coordinate set of actions in order to improve the inhabitants' and users' quality of life in this district, by renovating buildings, and by giving access to more facilities and public services such as shops, cultural amenities, or health facilities for instance. The facilities that will be built are still to be discussed.

Before being selected by the URBACT program, our IAP site was already supposed to be transformed through an urban project led by two public authorities, the Greater Paris Metropolis and the city of Livry-Gargan. One of our challenges will thus be to coordinate both the milestones of the urban project and the landmarks of the RiConnect network.

8.2 The IAP-Site

Our IAP site is located East of the municipality of Livry-Gargan, which is very close to the frontier of the Greater Paris Metropolis. It is a space of transition within the metropolitan area between its dense urban core and its outskirts which are less inhabited and comprise more green spaces. The urban fabric of our IAP site reflects this position within the Greater Paris Metropolis and mixes single houses and multi-storey buildings, north and west of our IAP site respectively.
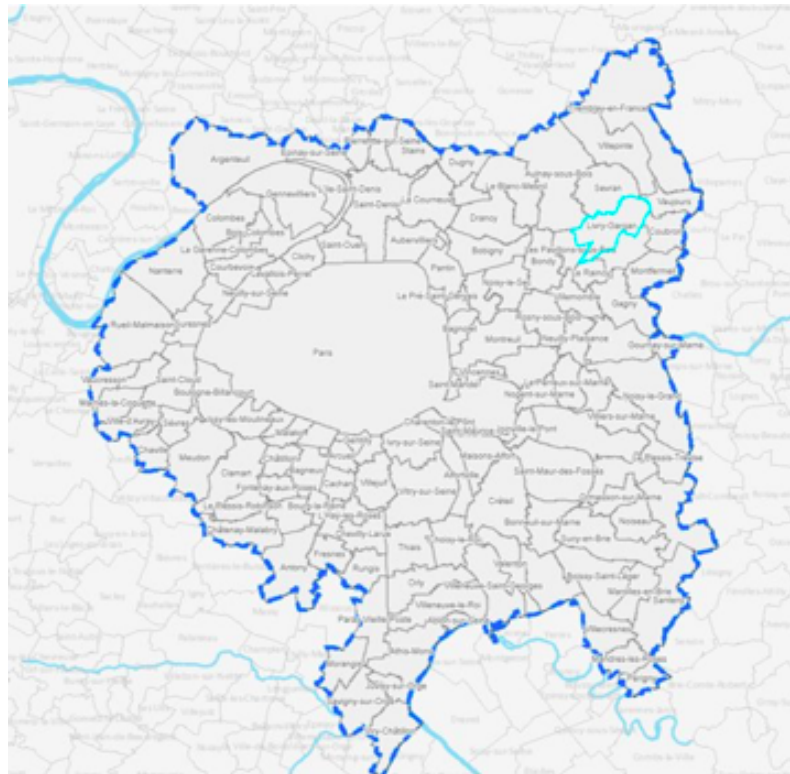
Figure 21: Location of Livry Gargan within the Greater Paris Metropolis3. Source: MGP

The perimeter of this IAP site was initially focused on the North of the national road which is made of single houses, little shops and economic activities (mainly linked to cars). The site analysis urged the elective representatives of the Metropolis and of the municipality to extend the perimeter on both sides of the road in order to work on its transformation into an urban boulevard. Our IAP is from now 56 ha large and includes a commercial zone in the south, where are settled large retailers, and a mixed-use area in the west whose density is higher and where the quality of buildings is a big issue.

Figure 22: Perimeter of the IAP site. Source: MGP

8.3 Site Analysis

8.3.1 Analysis

The IAP site is mixed-use. It can be divided into four main areas:

- the first one includes single houses and a garden-city, social housings built between 1925 and 1949 to accommodate workers from the former gun-powder factory located in a neighbouring park. In this area, inhabitants and users mainly use their cars and the streets are not very suitable for pedestrians and cyclists.
- the second one is going along the national road and corresponds to shops or economic premises mainly linked to car repair. There is also a former hostel welcoming low-income persons.
- the third one is located on the southern side of the national road and welcomes a huge commercial zone with big parking lots dedicated to large retailers such as Leroy Merlin (materials and tools for construction) or Cora (food).
- finally, the last one is located west of our perimeter and mixes multi-storey housing buildings and ground-floor shops and offices. The organization of blocks is complex, and buildings are especially deteriorated in this area.

Our site analysis was based on different methods. Urban planners and environmental experts have been appointed for a duration of six months, between December 2019 and December 2020 (due to lock down, their work was interrupted for several months) in order to carry out a diagnosis based on site visits, and data analysis. They also ran two workshops with representatives for the inhabitants and elected officials in November 2020.

Figure 23: Photograph from the parking lot of the commercial zone. Source: MGP

During the workshops, the interviewees pointed out their need for services in the neighbourhood (no daily shops), the difficulties to cross the national road and the need for connexions between the different natural spaces surrounding the Poudrerie-Hochailles district. It also enabled to understand better the inhabitants' uses and representations, especially for those living in the single-houses area. The inhabitants are mainly moving by car and think their neighbourhood is difficult to walk or to cycle. They are also concerned by the

national road and air pollution and noises it causes but rarely have to cross it since they do not go by foot neither to supermarkets nor to the forest.

8.3.2 Emerging Topics

To summarize, this process led us to six emerging topics:
- The national road is a barrier that is hard to cross, which additionally causes poor air quality and noise pollution
- Commercial buildings: a larger diversity of shops could be built
- Links between natural spaces and the revegetation of public spaces could be reinforced
- The rehabilitation of houses in the residential area on the one hand and of shops and economic premises, west of our IAP site on the other hand
- The need for amenities for pedestrians and cycles
- The necessity to involve more citizens in the process. Since our IAP site includes centralities that do not only attract inhabitants from Livry-Gargan (Leroy-Merlin, Cora), the users' point of view will also have to be collected and taken into account.

Figure 24: Summary of the emerging topics of our IAP site. Source: MGP

8.4 URBACT Local Group

8.4.1 Members & Stakeholders

In our ULG, we intend to include the following stakeholders, adding to the Greater Paris Metropolis and the city of Livry-Gargan :

- Several representatives for the inhabitants (2-3)
- EPFIF: a regional entity which supports the MGP for land purchase
- EPT Grand Paris Grand Est: an intermunicipal authority to which belongs Livry-Gargan and responsible for planning documents, development rights and sanitation
- Département of Seine Saint-Denis, the public authority, owner of the road infrastructure and responsible for its transformation into an urban boulevard
- Consultants and experts working with the Greater Paris Metropolis (architects, urban planners, landscape architects, consultants in citizen participation…).
- Paris & Metropole Aménagement : a local public firm working for the Greater Paris Metropolis. It could also be a member of the ULG

This list has to be approved very soon by Mr Pierre-Yves Martin, the Mayor of the City so as to start ULG meetings in January 2021. The frequency of these meetings also has to be defined with the Mayor. The city of Livry-Gargan, whose mayor is also the metropolitan elected representative in charge of the elaboration of the metropolitan master plan for urban development and planning, and the Greater Paris Metropolis are the leaders of the ULG.

Until now, discussions essentially took place between the city and its elected officials, the metropolis, the consultants who carried out site analysis on the Poudrerie-Hochailles district and representatives for the inhabitants. Thus, the next step is to involve the rest of the ULG.

8.4.2   Processes & Tools

The strategy in terms of citizen participation and the open events and co-construction workshops we are willing to organize will be established once the ULG will be supported by a consultant in citizen participation. The latter will be working with us for 2 years, from March-April 2021.

8.4.3   Engagement Strategies

Engaging citizens has turned more complex due to the Covid-19 pandemic. In order to overcome these obstacles, we are now used to resort to on-line meetings and wish to develop our strategy of communication on social media and online questionnaires.

8.5   Roadmap

8.5.1   Planning Phases

Phase 1 - Activation

During the first phase, from September to December 2020, we led a site analysis and co-construction workshops with local representatives and representatives for the inhabitants of the Poudrerie-Hochailles area. We also organized and participated in several meetings with the Mayor of Livry-Gargan, the urban planning teams that accompany the Greater Paris

Metropolis during this process of analysis. This process and these discussions enabled us to pinpoint emerging topics for the IAP site.

Phase 2 - Planning actions

We plan to start ULG meetings in January 2021 and to meet with our ULG all year 2021 long in order to build the Integrated Action Plan, as soon as the composition of the ULG will be approved by the Mayor of the city. At the same time, the participation of the inhabitants and the users of the site will be carried out. Nevertheless, since we have decided to resort to an external expertise in this field, our strategy will be specified in April 2021, as soon as we have selected the consultant, we will work with for 2 years. The strategy and the events we will organize will be discussed during the ULG meetings. That is why our roadmap remains general on this aspect. However, we plan to involve citizens during all the process, from April 2021 and on.

2021 will be the year of implementation of small-scale actions. So as to implement them at the end of the year (between September and December 2021), we think we should start discussing this topic during ULG meetings at the beginning of the year 2021. It would give us enough time to think of successful experiences and to design its implementation (main stakeholders involved, funding, duration, targets).

Phase 3 - IAP implementation

During the third phase, we plan to maintain the ULG meetings on a regular basis and at the same frequency as during the year 2020. We also plan to organize events for the inhabitants and users of the neighbourhood (workers, shop customers). We will still be supported by experts in citizen participation in urban projects as in phase 2 and the milestones and precise content of these events will be defined in April 2021.

The responsibilities for implementation of actions and the framework for monitoring actions will be discussed during the ULG meetings in 2022. It will be easier to evaluate the duration of those two steps as soon as we define our actions during phase 2.

Phase 4 - Finale

Finally, a last ULG meeting will be held after the Final transnational meeting of July 2022, in order to draw lessons of the whole process and to give a feedback to all the stakeholders.

8.5.2   Knowledge exchange

More generally, we consider that the ULG Meetings could be a good place to link the local process and the transnational meetings. During the ULG Meetings, a short talk could be focused on the lessons from previous transnational meetings and on those to come. It would enable us to identify relevant participants from our ULG for instance.

MGP's ROAD MAP - RiConnect - Integrated Action Plan - Road-Map and Time Schedule

Phase	2020 Oct	Nov	Dec	2021 Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	2022 Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep

1 PHASE A - Activation

1.1 Thematic Meeting #1	A1																							
1.2 Webinar #2: Urban Wastelands		A2																						
1.3 Road-Map Feedback (face-screen)		A3																						
1.4 IAP Roadmap (Deliverable)			A4																					
1.5 Site Analysis led with the help of urban planners and environmental experts																								
1.6 Interviews + Data Analysis led with the help of urban planners and consultants in citizen partcipation																								
1.6 Digital engeegement (questionnaires)																								
1.7 ULG extended meetings with NGOs, entrepreneurs etc.																								
1.8 Emerging Topics (Challenges & Potentials)																								

2 PHASE B - Planning Actions

Network activities

Thematic Meeting #2 (AMP+OMG-G-S)				B1																				
Webinar #3: Rethinking the infrastructure					B2																			
Thematic Meeting #3 (MGP+AMB)						B3																		
Webinar #4: potential mobility and NBS								B4																
Thematic Meeting #4 (MDAT+VA)									B5															
Transnational Meeting: Mid-Term Reflection (VA)												B6												
Draft IAP (Deliverable)															B7									
ULG meeting				*	*	*	*	*	*	*	*	*	*	*	*									
Involvement of extended ULG members : EPFIF, EPT, Département de Seine Saint-Denis, landowners, retailers, social housing landlord, inhabitants, users																								
Regular extended ULG Meetings									**			**			**									

Local activities

Public meetings with inhabitants and users																								
Implementation of SSA																								
Continuation of site analysis (work in collaboration with urban planners)																								
Suggestions for urban design (work in collaboration with urban planners)																								
Work with consultants in citizen participation																								
Opportunity analysis for a rehabilitation process in the single-houses area																								
Prior studies to the transformation of the national road into an urban boulevard led by the Departement of Seine-Saint-Denis																								
Communication strategy : articles in local newspapers, publications on social media detailing the events to come, the progress of the project																								

Content + Milestones

Preparation of the TM																								
Explanation of the TM																								
Preparation of the hosted TM																								
Preparing local IAP structure																								
Co-Creation Workshops focused on the urban project and the transformation of the national road																								
Good practice for Small Scale Actions																								
Detailed Design of Small-Scale Action (SSA)																								
Draft Integrated Action Plan																								
Regular feedback from the Mayor of Livry-Gargan and metropolitan representative, member of the ULG																								

3 PHASE C - IAP Implementation

Network activities

Transnational Meeting: IAP Implementation (OMG-G-S)												C1												
Webinar #5: Financing and implementation																								
Final IAP (Deliverable)																					C2			
ULG meeting																*	*	*	*	*	*			
Extended ULG Meetings																	**			**				

Local activities

Public meetings with inhabitants and users																								
Work with consultants in citizen participation																								
Rehabilitation process of the single-houses area																								
Communication strategy : articles in local newspapers, publications on social media detailing the events to come, the progress of the project																								

Content + Milestones

Preparation of the TM																								
Explanation of the TM																								
Co-Creation Workshops focused on the transformation of the single-houses area (uses of public spaces, design of public facilities)																								
Final results of the opportunity analysis on the single-houses area																								
Final results of the analysis of the transformation of the national road																								
Defining responsibilities for implementation of actions during monthly ULG Meetings																								
Final charter establishing each member's responsibility for implementation of actions																								
Quarterly assessment of the project based on its governance, its economic balance and funding and its progress																								

4 PHASE D - Finale

Network activities

Final Meeting (AMB)																						D1		
URBACT City Festival (sharing activities, deliverable)																							D2	

Local activities

ULG Meeting																						*		
Extended ULG Meeting																								
Communication strategy : articles in local newspapers, publications on social media detailing the events to come, the progress of the project																								

Content + Milestones

Preparation of the Final Meeting																								
Discussion on implementation of IAP and feedbacks from Final Meeting and City Festival																								
Quarterly assessment of the project based on its governance, its economic balance and funding and its progress																								

Milesstones

PHASE A

A1	Thematic Meeting #1: October 22, 2020
A2	Webinar #2 - Metropolitan Governance
A3	Pre-Christmas Meeting: tbd

PHASE B

B1	Thematic Meeting #2: July 21, 2021
B2	Thematic Meeting #3: April 21, 2021
B3	Thematic Meeting #4: July 21, 2021
B4	Mid-Term Reflection: October 21, 2021

PHASE C

C1	Webinar Placemaking, tbd

PHASE D

D1	Final Meeting, July 22, 2020

ULG Meetings (wider group incl. Citizens)

*	Monthly ULG Meetings
**	Quarterly extended ULG Meetings

9 Transport for Greater Manchester (TfGM)

9.1 General Description

In Greater Manchester, we have developed 'Streets for All': the overarching framework for everything we do on our city-region's streets. It is about making our streets work better for everyone who uses them, whilst achieving our ambition for more travel by walking, cycling and public transport.

This approach is important for our metropolitan area because we know that, by taking small steps to make our streets easier to get around and more pleasant to be in, we can tackle some of the challenges that here people face from struggling to incorporate physical activity - such as walking and cycling - into their daily lives; to poor air quality; to increased isolation for older people, those with mobility impairments and people without access to a car.

We have undertaken study work to test our Streets for All approach by exploring key issues and potential interventions - focused on improving the movement of people and goods and creating more people-friendly and less polluted places - along significant 'Orbital', 'Radial' and 'City Centre' corridors in Greater Manchester.

One area of focus in the 'Orbital study' is part of the A627 motorway, which connects Oldham and Ashton-under-Lyne (in north Greater Manchester). The smaller area within this, that we have decided to focus on as part of our Integrated Action Plan, relates to part of King Street, west of Oldham Town Centre.

Transport for Greater Manchester (TfGM) has undertaken some work - in partnership with Oldham Council, consultants and others - to develop plans for this corridor, including a potential bus priority measure, and enhanced public realm (to improve the environment and simplify pedestrian movement).

This project is relevant on a local level to enable us to address some of the challenges described above. Specifically, in the King Street area, these challenges include private vehicles being able to cut north-south through the town centre using this route (despite Oldham Way providing a bypass) and the junction of King Street and Union Street not being enhanced as part of previous works (and remaining a poor environment for pedestrians, with guard railing and multiple stage crossings). The junction of Middleton Road and Rochdale Road is hard to cross, and there is an issue with cars turning left from King Street (northbound) and mistakenly entering the Metrolink stop along the tracks.

9.2 The IAP-Site

King Street is located to the west of Oldham town centre (one of Greater Manchester's eight principal town centres). It contains shops and restaurants and provides direct pedestrian access to the central shopping area, places of education and civic buildings.
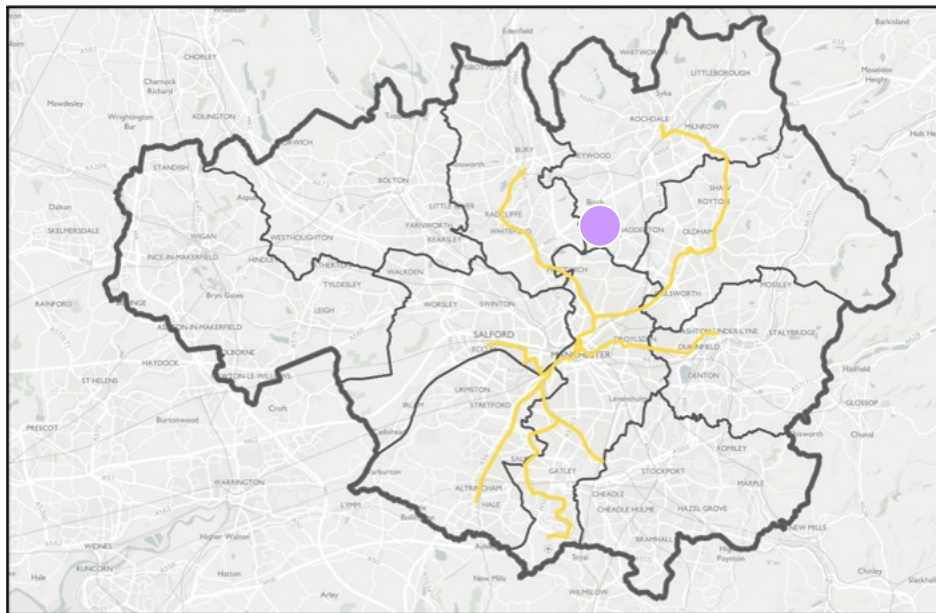
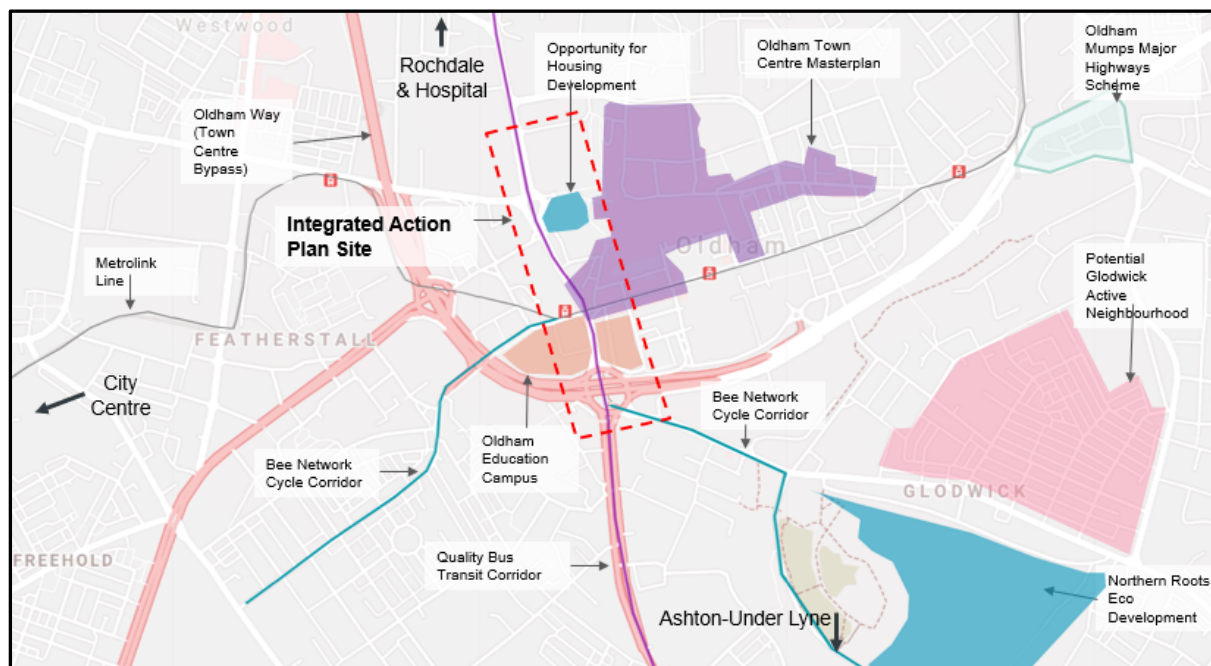*Figure 25: Location of the IAP-site in Greater Manchester. Source: TfGM*

Figure 26: Map of IAP site outlined in red. Source: TfGM

The size of our area of interest is 11.4 hectares.

At present, the area has approximately 50 residents, as much of it is taken up by commercial activity.

9.3 Site Analysis

9.3.1 Analysis

The site performs a number of transport functions, including forming an important connection to people travelling to Oldham Town Centre by foot and by bike, a strategic orbital bus route across the city, a key connection to the cross-Greater Manchester Metrolink service in Oldham, and an access road to car parks within the town centre. Oldham King Street Metrolink (tram) stop is located on the junction of Union Street and is a popular stop amongst those visiting and commuting to Oldham. Recent upgrades to public realm and crossing facilities have been undertaken in the area.
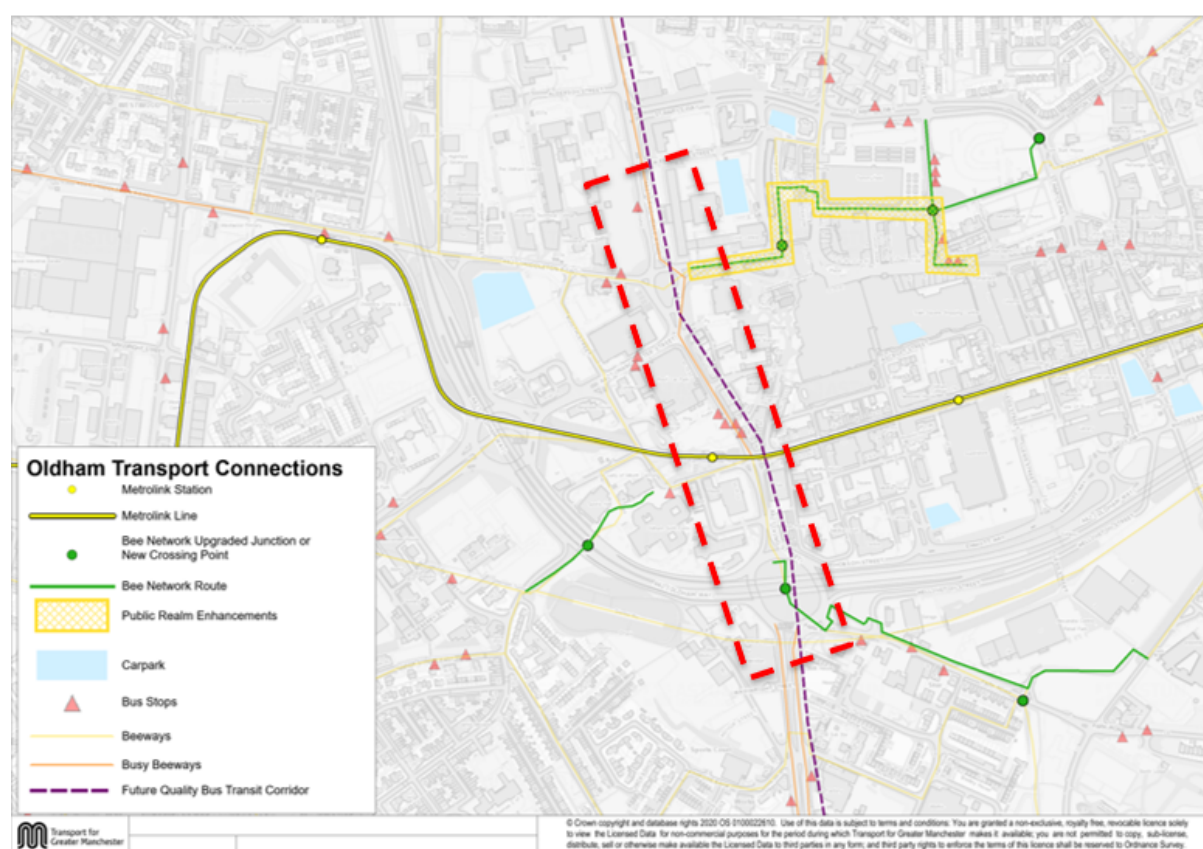

Figure 27: Map to help illustrate the site's transport functions. Source: TfGM

In addition to showing the location of our site, figure 28 shows that it is home to Oldham Education Campus (further and higher education colleges) and that there is an opportunity for housing development in the area.

The site also includes shops and restaurants (mainly takeaways), some existing residential development and it provides direct pedestrian access to the central shopping district and civic buildings – so people from across the borough can access local authority services.

TfGM has received responses to a questionnaire from five people who know the area well. Four are residents of Oldham borough, and one lived there until recently (and still travels to the area). Please see our results, and some initial conclusions, on the following pages.

9.3.2 Emerging Topics

Oldham Council has undertaken some master planning work and this - combined with our questionnaire responses from residents of Oldham borough - makes clear that the IAP site is important for a number of purposes, which are helpful when it comes to informing our emerging topics:

- A key function of the site is to improve access to – and support the vitality of – Oldham town centre, and to provide access to other local amenities (such as the colleges that make up the Education Campus and the local sports centre).
- The site should also contribute to providing a better 'gateway' to the town centre, including for visitors. It should provide safe access across Oldham Way, and be made more pleasant for visitors and residents.
- There is a need to support existing shops and attract new businesses - increasing footfall is important.
- There is a desire on the part of the local authority and residents to ensure that the site enables good access to integrated and sustainable transport modes.
- One resident mentioned that it would be good to see secure bicycle storage facilities and potentially a charging point for e-bikes.
- The site is also relevant to Oldham Council's ambition to build quality homes in the town centre.

9.4 URBACT Local Group

9.4.1 Members & Stakeholders

Our ULG will be led by TfGM. It will be structured around TfGM departments – including Strategic Planning, Cycling and Walking, Development, Bus, Highways, and Projects – and Oldham Borough Council departments (including Planning). Also, local representatives and stakeholders – for example, from Oldham Education Campus – will be involved in the ULG. We also hope to include an External Expert in the form of a consultant working on Quality Bus Transit.

9.4.2 Processes & Tools

It is planned for the ULG to meet quarterly. It would be good to involve more local representatives and stakeholders – for example, from Oldham Education Campus – in the ULG. We will aim to do this, with guidance from Oldham Council.

9.4.3   Engagement Strategies

Engagement will mainly take place via Microsoft Teams, due to Covid-19 restrictions. It will be challenging – given Covid-19 restrictions, and additional pressures on GM local authorities at present – to hold more 'open' activities to engage citizens, although it may be possible to hold a webinar and a workshop through an extended ULG session in 2021.

9.5   Roadmap

9.5.1   Planning Phases

Phase 1 – Activation

At a local level, we have undertaken work in this area in autumn/winter 2020, including preparing for, attending and presenting at the Thematic Meeting and attending the webinar with Brian Rosa on Urban Wastelands. With regards to content, we have drafted our IAP Roadmap and undertaken site analysis and interviews.

Phase 2 – Planning Actions

We hope to hold quarterly ULG meetings, at a local level, from spring 2021. These will help us to discuss what we have learnt from transnational meetings and consider best practice from other metropolitan areas.

The IAP will be co-created with our ULG, also starting from spring 2021. In regard to content-based activities, we intend to collaborate on a plan for our small-scale action (SSA) and plan some elements of our Streets for All approach and Streets for All Strategy more broadly (which will ultimately support future work in our IAP site). The SSA will support the development of the draft IAP plan and foster the dialogue-oriented planning approach.

Phase 3 – IAP Implementation

At a local level, we hope to hold ULG meetings focussed on planning for the implementation of our IAP quarterly throughout 2021. These will include some discussion of who is responsible for the implementation of actions. There is a need to work closely with Oldham Council here, because they are the Local Highways Authority (with responsibility for anything that happens on highways within the borough). TfGM has a co-ordinating role.

In terms of content, we will work with the ULG – and colleagues in the Transport Strategy directorate at TfGM - to continue to develop a framework for how best to monitor the actions and risks related to implementation of our Streets for All approach.

Phase 4 – Finale

At a local level, we will carry out engagement activities and discussions about the future implementation of our IAP in 2021 and 2022. The publication of our Streets for All Strategy

– in 2021 – is a vital piece of work, that will help to clarify and strengthen our aspirations for our IAP site.

9.5.2   Milestones

- Quarterly meetings of our ULG
- Internal meetings to further develop our approach
- Planning our Small-Scale Action
- Implementation of our Small-Scale Action
- A webinar – perhaps on the subject of Streets for All, and work already undertaken and planned in the area
- Further work to draft our Streets for All Strategy
- Stakeholder engagement on our Streets for All Strategy
- The publication of the Streets for All Strategy (a sub-strategy to the Greater Manchester Transport Strategy)
- Political approvals / engagement with Streets for All

9.5.3   Knowledge exchange

We will transmit the learnings from the TMs by reporting back to our ULG – this may take the form of a verbal briefing and a short-written update, circulated by email. We will take minutes at the ULG meetings so that our discussions and decisions can be easily referenced at future Transnational Meetings. We will share articles about our involvement with network level meetings internally and via LinkedIn.

TfGM's ROAD MAP - RiConnect - Integraed Action Plan - Road-Map and Time Schedule

		2020			2021												2022								
	Phase	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep

1 PHASE A - Activation

		Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
1.1	Thematic Meeting #1	A1																							
1.2	Webinar #2: Urban Wastelands		A2																						
1.3	Road-Map Feedback (face-screen)		A3																						
1.4	IAP Roadmap (Deliverable)			A4																					
1.5	Site Analysis		■																						
1.6	Interviews + Data Analysis		■																						
1.6	Digital engeement (questionnaires)		■																						
1.7	ULG extended meetings with NGOs, entrepreneurs etc.		■																						
1.8	Emerging Topics (Challenges & Potentials)		■																						
	...																								

2 PHASE B - Planning Actions

Network activities

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Thematic Meeting #2 (AMP+OMG-G-S)				B1																				
Webinar #3: Rethinking the infrastructure					B2																			
Thematic Meeting #3 (MGP+AMB)						B3																		
Webinar #4: potential mobility and NBS								B4																
Thematic Meeting #4 (MDAT+VA)									B5															
Transnational Meeting: Mid-Term Reflection (VA)													B6											
Draft IAP (Deliverable)															B7									

Local activities

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
ULG meeting				■					■								■			■				
Extended ULG Meetings													■											
Open activities / meetings																								
Implementation of SSA																	■	■						
...																								

Content + Milestones

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Preparation of the TM	■																							
Explanation of the TM				■																				
Preparing local IAP structure						■																		
Co-Creation Workshops																								
Good practice for Small Scale Actions									■															
Detailed Design of Small-Scale Action (SSA)												■	■											
Draft Integrated Action Plan								■	■	■	■	■	■											
Feedback from Authorities									■	■	■	■	■	■										
...																								
...																								
...																								

3 PHASE C - IAP Implementation

Network activities

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Transnational Meeting: IAP Implementation (OMG-G-S)																C1								
Webinar #5: Financing and implementation																		■						
Final IAP (Deliverable)																					C2			

Local activities

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
ULG meeting				■					■							■					■			
Extended ULG Meetings												■												
Open activities / meetings																								
...																								
...																								

Content + Milestones

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Defining responsibilities for implementation of actions									■															
Define framework for monitoring of actions									■															
Risks or obstacles related to implementation									■															

4 PHASE D - Finale

Network activities

		Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
	Final Meeting (AMB)																						D1		
	URBACT City Festival (sharing activities, deliverable)																							D2	
4.3	Discussion on implementation of IAP																		■						
4.5																									

Milesstones

PHASE A
A1	Thematic Meeting #1: October 22, 2020
A2	Webinar #2 -Metropolitan Governance
A3	Pre-Christmas Meeting: tbd

PHASE B
B1	Thematic Meeting #2: July 21, 2021
B2	Thematic Meeting #3: April 21, 2021
B3	Thematic Meeting #4: July 21, 2021
B4	Mid-Term Reflection: October 21, 2021

PHASE C
| C1 | Webinar Placemaking, tbd |

PHASE D
| D1 | Final Meeting, July 22, 2020 |

| | ULG Meetings (wider group incl. Citizens) |
| | ULG Meetings |

List of figures