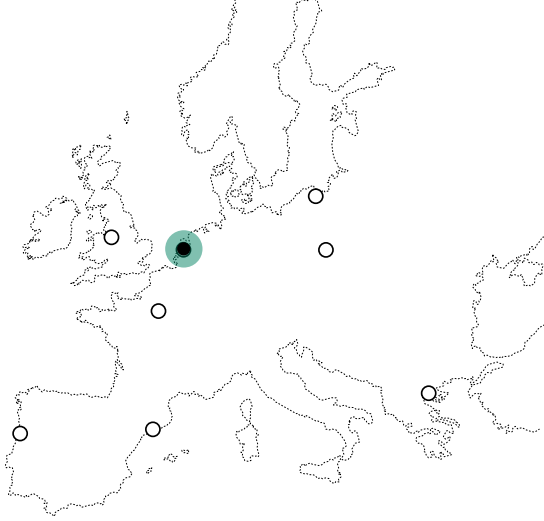
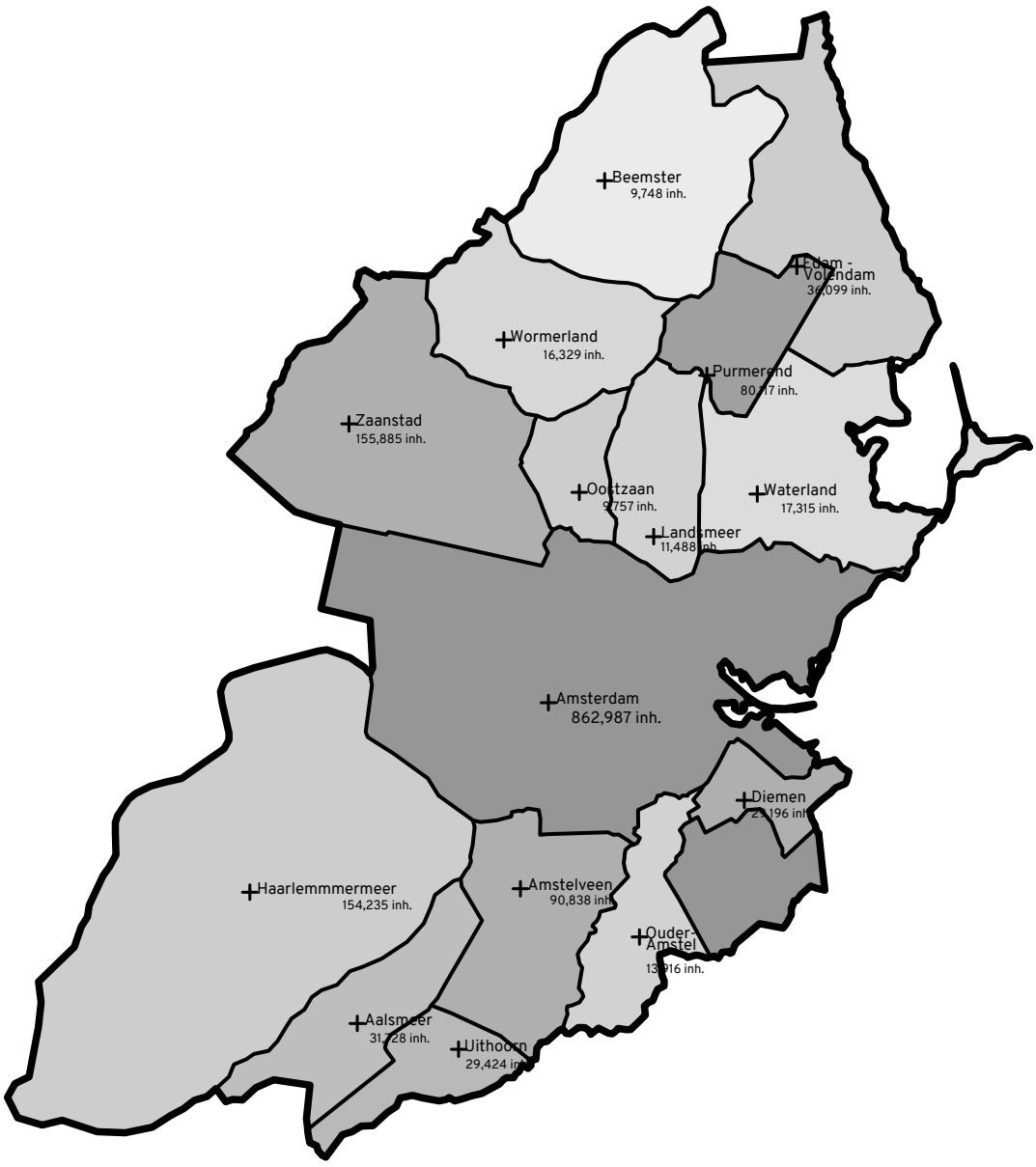
2.6

Vervoerregio Amsterdam





VA

About the partner

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

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

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

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

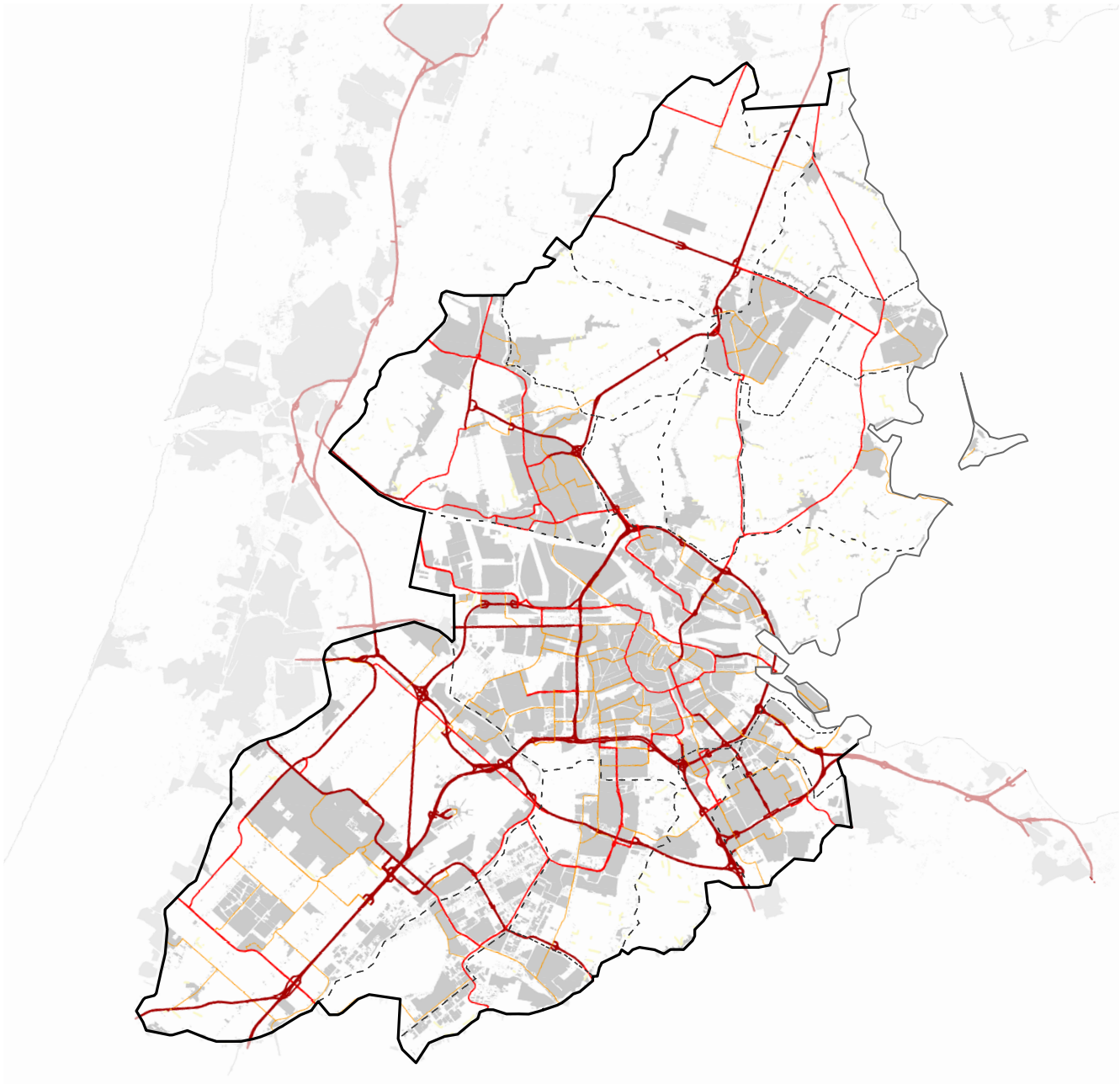
SWOT

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

Mobility infrastructure

VA MODAL SHARE

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



VA

Situation | Challenges | Objectives

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

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

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

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

CHALLENGES

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

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

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

OBJECTIVES

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

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

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

Policies and Good Practices

Several policies have been developed on the issue:

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

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

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

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

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

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

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

Links to EU Operational Programmes

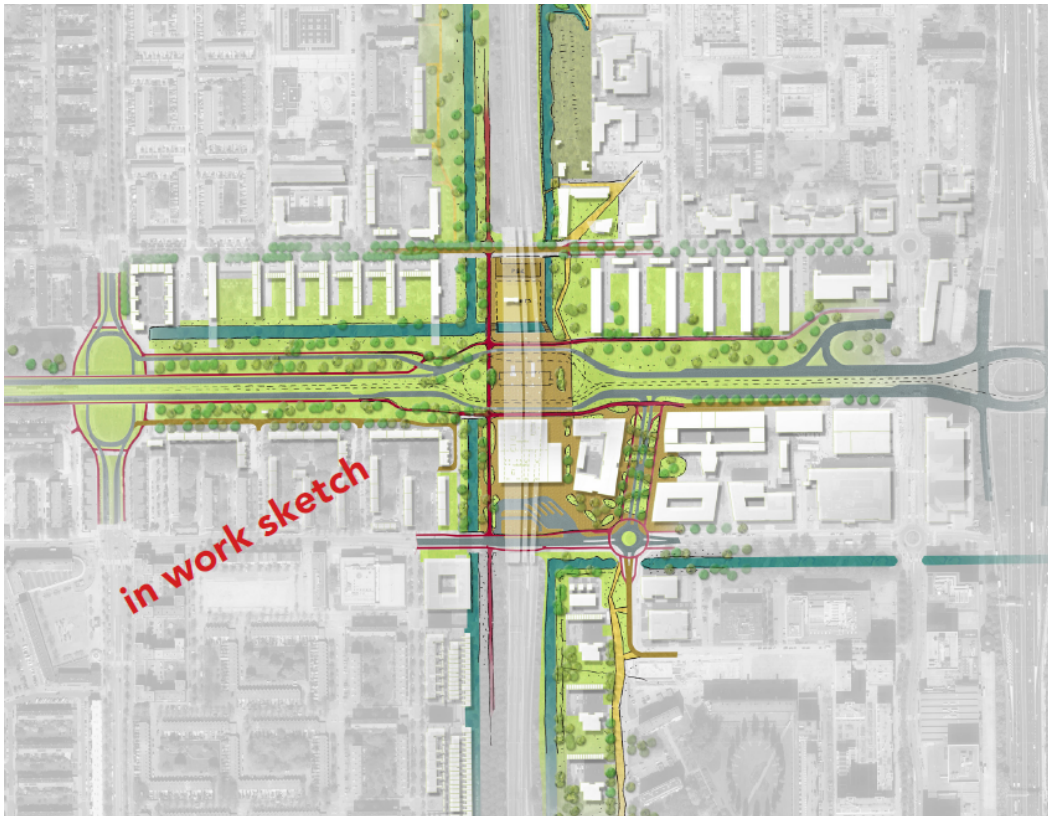
OP West Netherlands ERDF has an ambitious urban agenda. Western Netherlands is a highly urbanized region, with approximately eight million inhabitants. The European Social Fund programme will make integrated territorial investments in the four major cities: Amsterdam, Rotterdam, Utrecht and The Hague.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

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

Integrated Action Plan

IAP SITE LELYLAAN

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



Integrated Action Plan

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

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

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

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

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

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

URBACT Local Group

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

POTENTIAL CONTRIBUTIONS

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

2.7

Métropole du Grand Paris

MGP

About the partner

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

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

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

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

ENTITY

SWOT

STRENGTHS

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

WEAKNESSES

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

OPPORTUNITIES

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

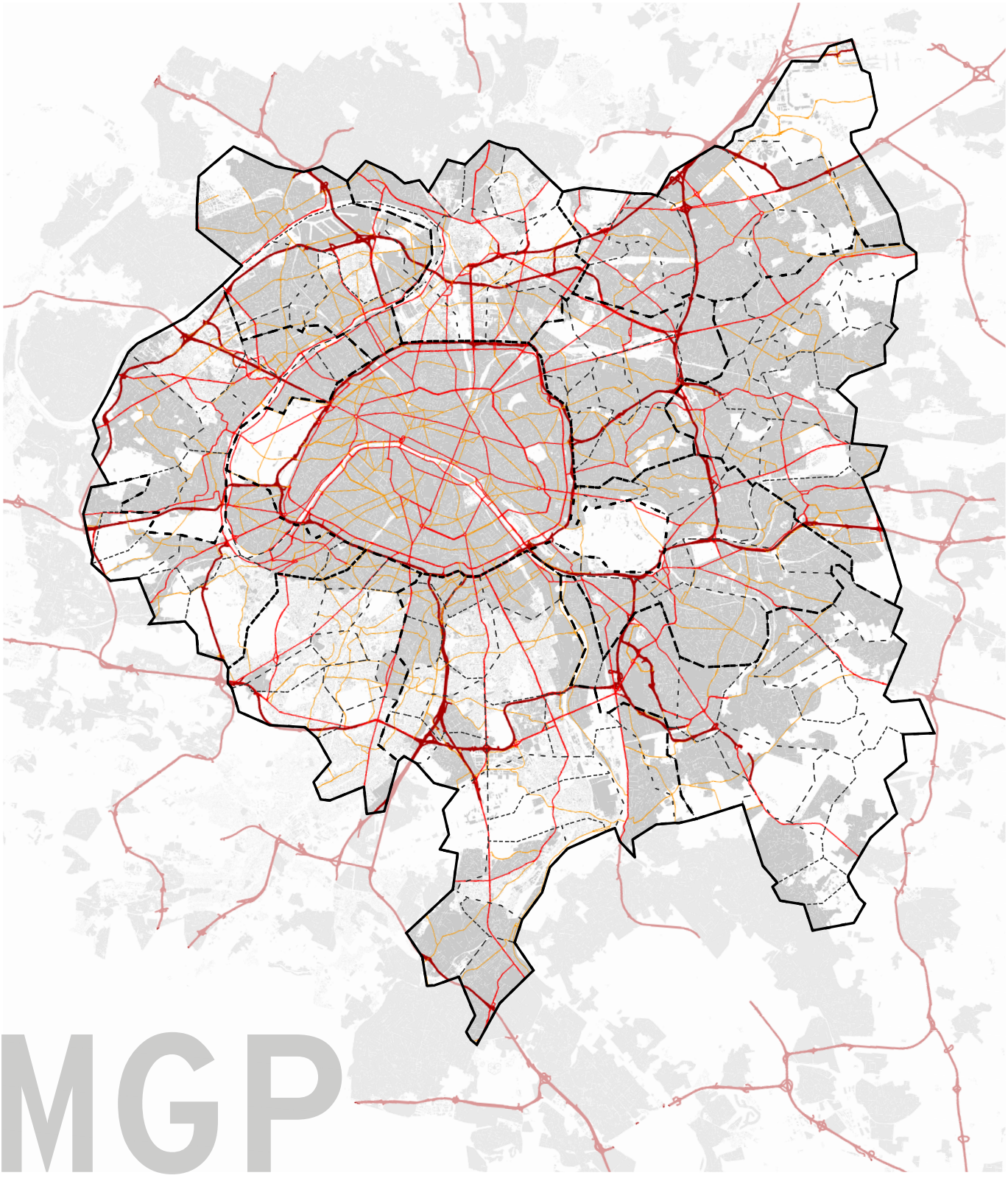
THREATS

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

Mobility infrastructure

MGP MODAL SHARE

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



Situation | Challenges | Objectives

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

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

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

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

CHALLENGES

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

OBJECTIVES

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

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

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

Policies and Good Practices

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

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

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

Links to EU Operational Programmes

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

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

Integrated Action Plan

IAP SITE LIVRY-GARGAN

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

Integrated Action Plan

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

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

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

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

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

URBACT Local Group

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

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

Operating with two committees is envisaged:

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

Steering committee: mayor and elected representatives.

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

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

POTENTIAL CONTRIBUTIONS

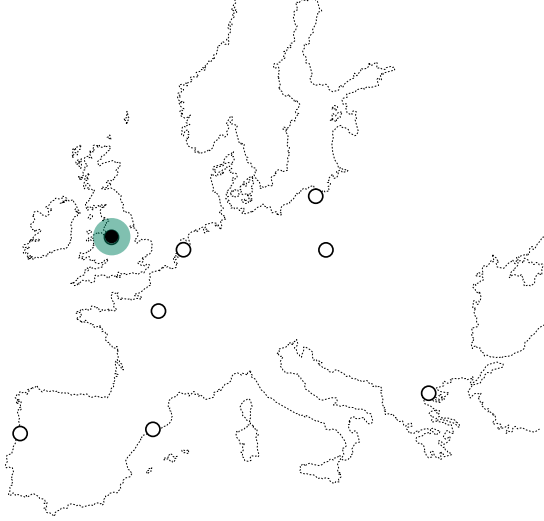
	REORGANISING HOW WE MOVE	INTEGRATING INFRASTRUCTURE	PLANNING THE METROPOLIS	ADDING ECOSYSTEM FUNCTIONS	GENERAL SKILLS
IN TERMS OF EXPERIENCE	• **Sustainable Mob.** Plan+Plan for public spaces & travel • **Paris Express.** Supporting major transport infrastructure projects, such as Paris Express, so that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

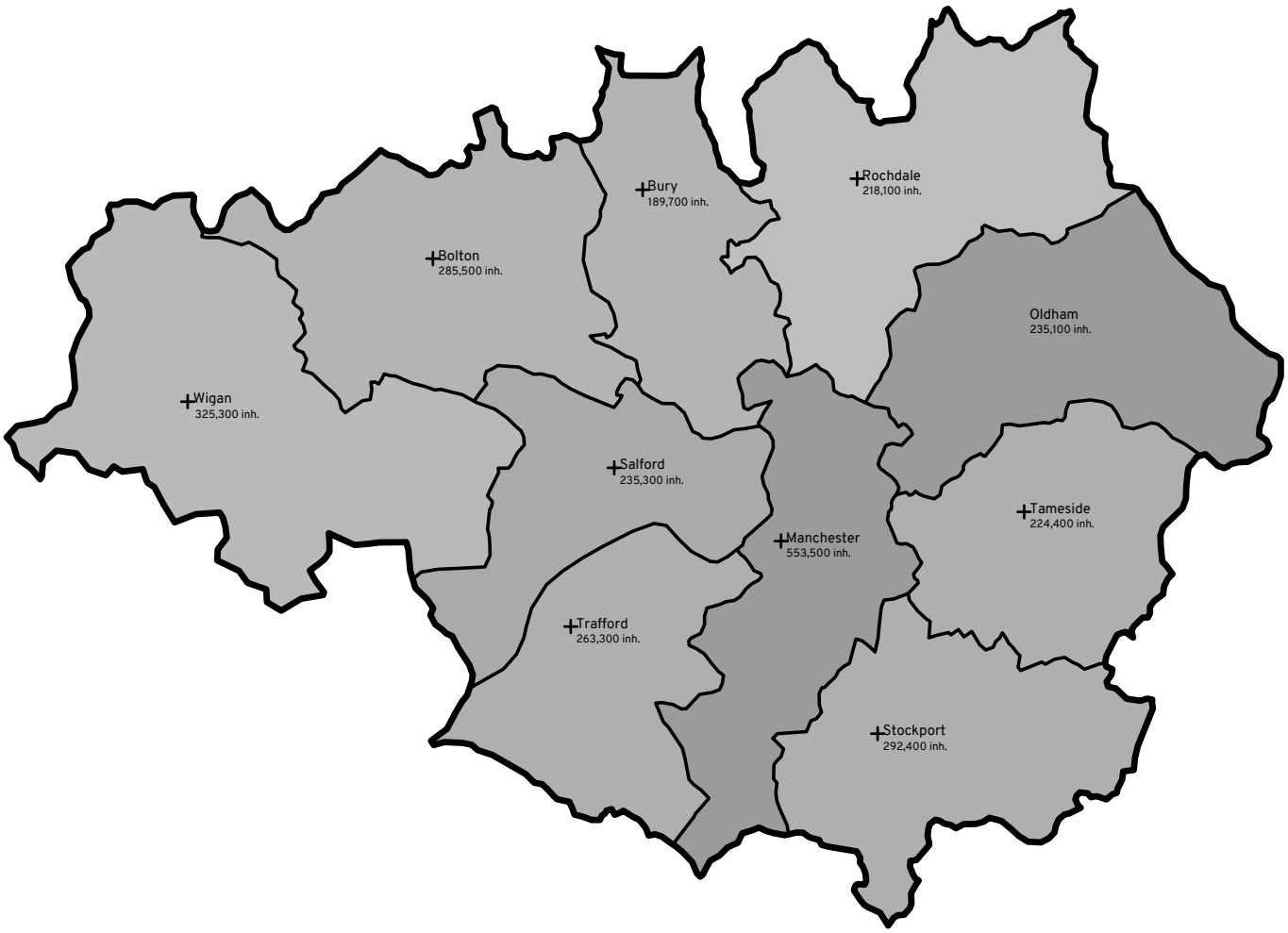
NEEDS

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

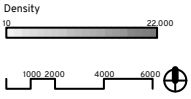
2.8

Transport for Greater Manchester





TfGM



About the partner

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

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

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

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

ENTITY

SWOT

STRENGTHS

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

WEAKNESSES

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

OPPORTUNITIES

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

THREATS

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

Mobility infrastructure

TfGM MODAL SHARE

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

Situation | Challenges | Objectives

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

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

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

Privately-owned companies manage various mobility systems.

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

CHALLENGES

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

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

OBJECTIVES

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

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

Policies and Good Practices

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

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

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

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

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

Links to EU Operational Programmes

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

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

Integrated Action Plan

IAP SITE_A627

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

Integrated Action Plan

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

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

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

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

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

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

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

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

URBACT LOCAL GROUP

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

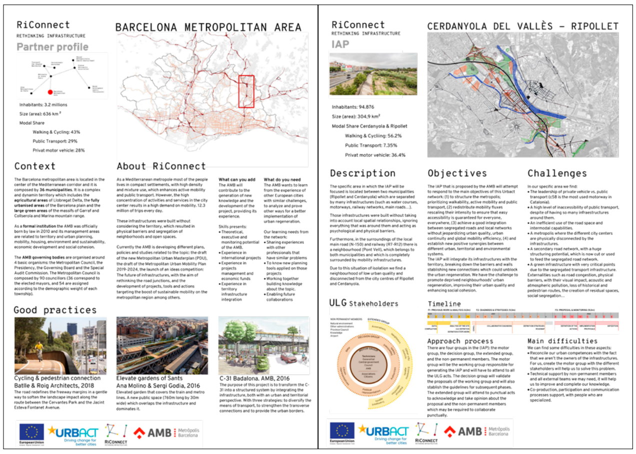
The ULG consisting of stakeholders that will take part in the process have been identified. They are TfGM departments, including Transport Strategy; Bus, Cycling and Walking; Highways.

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

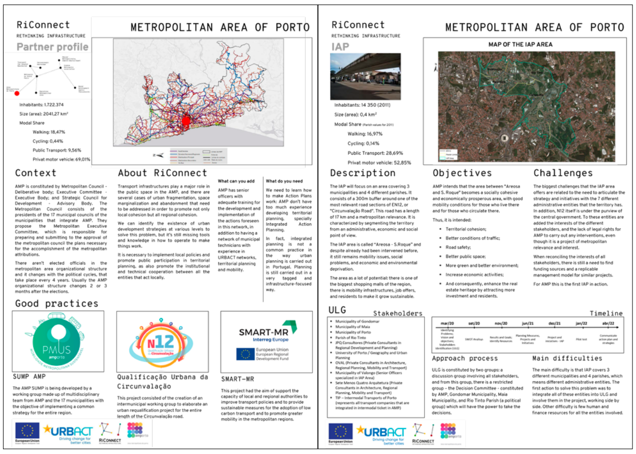
Transport operators and providers including Highways England, Sustrans and bus operators.

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

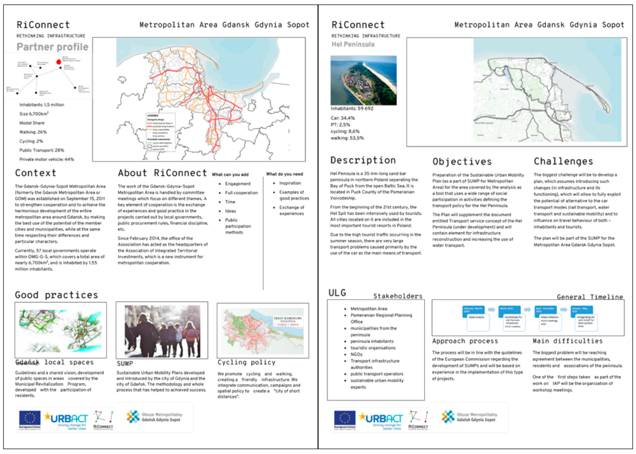
AMB



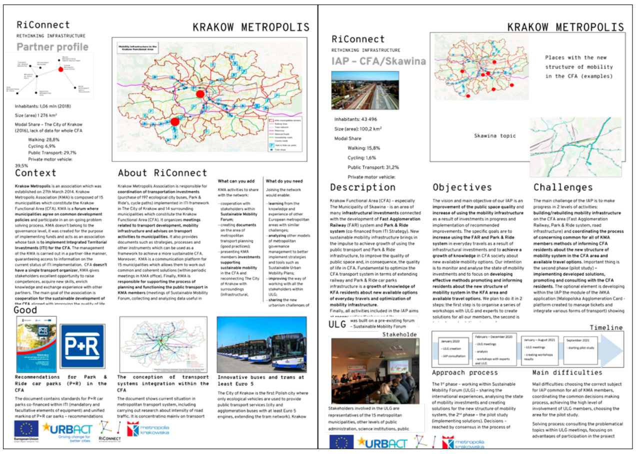
AMP



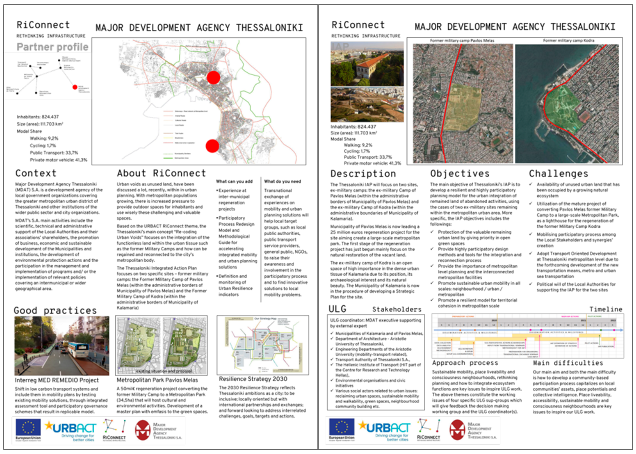
OMG-G-S



KMA

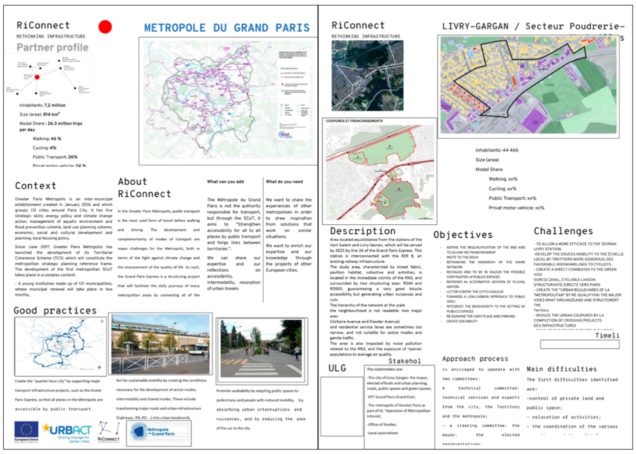


MDAT

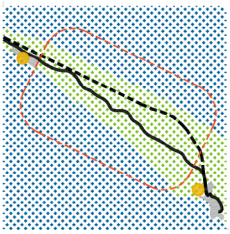
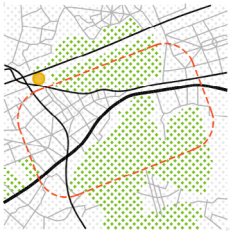


VA

MGP



TfGM

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

3.Synthesis and Methodology

3.1 Introduction

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

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

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

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

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

The chapter has three sections:

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

3.2
RiConnect Synthesis

3.2.1
Common objectives and challenges

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

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

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

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

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

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

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

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

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

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

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

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

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

3.2.2

Themes related to the IAP

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

RETHINKING FOR REORGANISING HOW WE MOVE

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

- Towards efficient mobility
- Towards equitable mobility

RETHINKING FOR INTEGRATING THE INFRASTRUCTURE

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

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

RETHINKING METROPOLIS PLANNING

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

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

RETHINKING FOR ADDING ECOSYSTEM FUNCTIONS

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

- Towards a better environment
- Towards assuming metabolic functions

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

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

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

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

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

3.2.3

Potential needs and contributions

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

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

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

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

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

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

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

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

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

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

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

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

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

3.2.4

Parallel themes

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

Types of actions for rethinking mobility infrastructure

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

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

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

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

Funding and financial options for rethinking mobility infrastructure

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

Increase public budget:

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

Reduce direct costs, services and maintenance:

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

Involving local stakeholders and organizing decision-making for delivery

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

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

Communicating to enlighten and enable citizens through the IAP process

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

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

3.3

RiConnect methodology and outputs

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

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

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

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

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

The main transnational exchange and learning meetings will be:

1) TRANSNATIONAL MEETINGS: Duration 2 to 3 days

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

2) ONLINE MEETINGS: Duration 3h

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

3) OTHER MEETINGS:

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

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

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

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

From Roads to Streets is a Eurocities network led by the City of Oslo with a very similar approach to our own. RiConnect was invited to give a presentation and discuss similar challenges in October 2019. We will have a continuous exchange with this network over the next two years, inviting representatives from each network to the various events, creating synergies and sharing knowledge and conclusions.

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

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

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

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

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

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

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

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

Proposed activites for the TE&LM

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

CONTENT PRESENTATION

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

WORKSHOPS

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

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

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

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

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

SITE VISITS

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

TOPIC EXHIBITION

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

IAP MONITORING

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

SURPRISE EVENT

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

RUNNING THE NETWORK, ISG MEETING

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

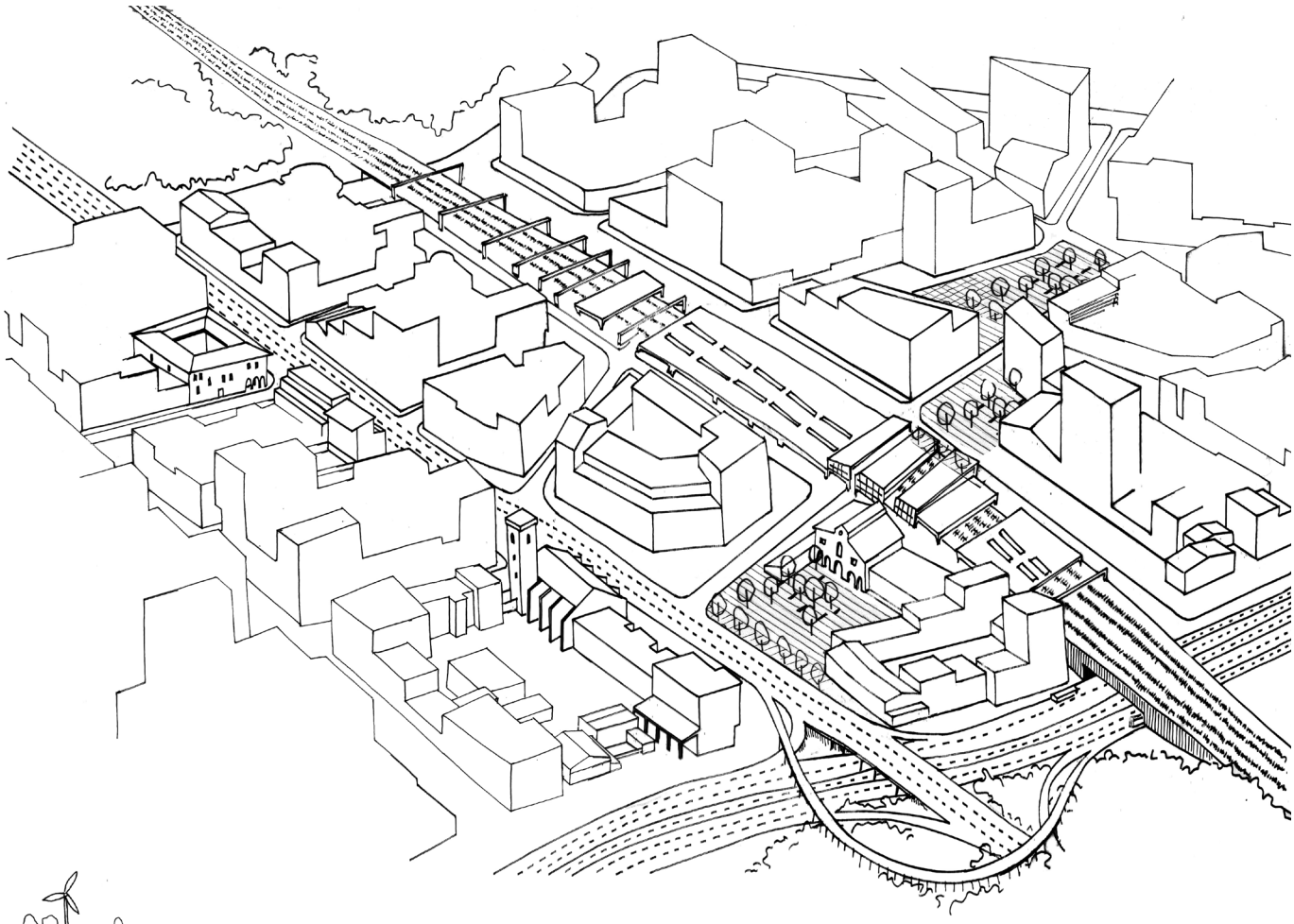
Comunication and dissemination

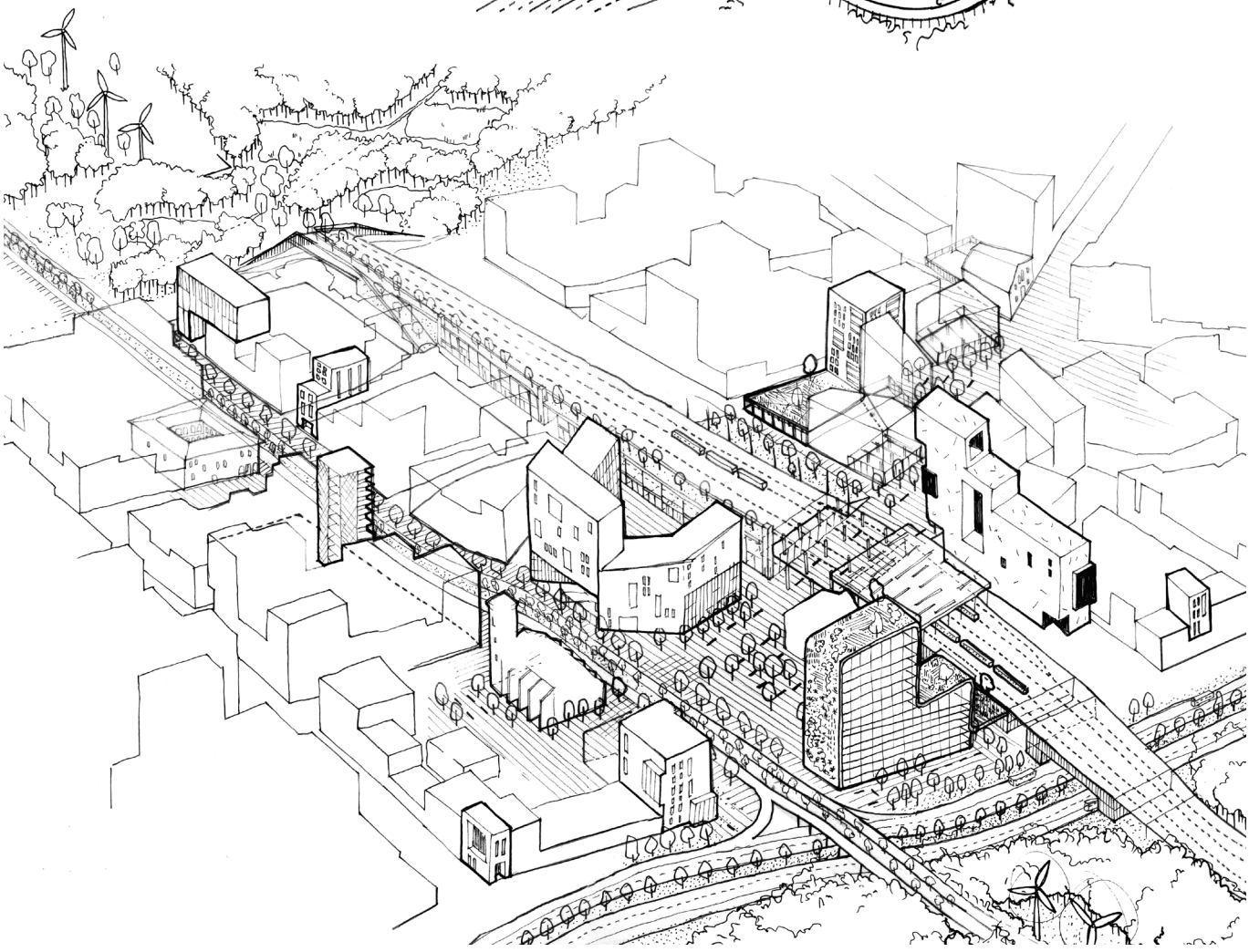
The communication and dissemination actions aim at ensuring efficient horizontal coordination amongst network members as well as broadcasting the project's goals, results and best practices at an international and local level, while raising awareness and influencing behaviour. The communication strategy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

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

APN RiConnect – Potential for change

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





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European Union
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URBACT
Driving change for better cities

RiCONNECT
RETHINKING INFRASTRUCTURE