



REMEDIO - Regenerating mixed-use MED urban communities congested by traffic through innovative low carbon mobility solutions

Methodological path of governance arrangements under REMEDIO Project

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List of Abbreviations

ARPAV - Regional Agency for Environment Protection in Veneto Region

AUTH - Aristotle University of Thessaloniki – School of Physics

CS - City of Split

IST - Instituto Superior Técnico

LR - Loures

MDAT S.A. - Metropolitan Development Agency of Thessaloniki S.A.

ML - Municipality of Loures

MoU – Memorandum of Understanding

MT - Municipality of Treviso

SUMP - Sustainable Urban Mobility Plan

TH – Thessaloniki

TV - Treviso

1 Introduction

One of the territorial challenges for middle sized cities and towns in the Mediterranean area is traffic congestion. The INTERREG MED REMEDIO project focused on the high density areas surrounding the city centers with commercial and directional roads often suffering from traffic jam to the point of becoming wounds in the connectivity of the wide spread city and elements of additional economic crisis and even social exclusion.

REMEDIO has proposed to transform the congested roads into “Horizontal Condominiums”, forms of participatory governance that actively engage institutions, stakeholders and citizens with which the municipality directly interact to improve multi-modal and low carbon mobility, freight logistic and environmental quality.

REMEDIO has been developed in three steps:

1) Territorial partners implemented or planned soft actions of low carbon mobility solutions:

- ✓ Bike sharing network in Split (Croatia) and Treviso (Italy),
- ✓ Renewal of the Moscardine street in Loures (Portugal) (widening of sidewalks, planting of vegetation, new cycle path and parking for bicycles, elimination of one lane for cars circulation),
- ✓ Redesign of a major road axis with a 2nd generation bus lane and bicycle lane in Thessaloniki (Greece).

2) Scientific partners jointly developed and implemented an Integrated Modelling Tool, in order to assess the present and future scenarios road performance in terms of energy and freight transport efficiency, noise impact, air pollution, cost & health effects.

3) The city communities have been engaged in an operational path towards a participatory governance such as “Horizontal condominium” or “Road Contract” to lead to higher environmental and mobility performances.

This document focuses on the third step of the project development and was created in order to describe the participatory and multi-stakeholder methodological path of governance arrangements under the REMEDIO project i.e. the “Horizontal Condominium”. The document summarizes also all information about the tools used for the “Horizontal Condominium” to be achieved in each city.

2 Development of Participatory Governance

Governance entails processes and institutions that contribute to public decision-making. When those processes and institutions concern the public sector, the term public governance is used. It can be argued that there are three categories of public governance: civic, political and development. Civic and political governance are dealing with issues that are related to human rights. Development governance mainly pertains to planning, budgeting, monitoring and accountability of socio-economic development policies and programmes. Participatory governance is one of many institutional strategies of development governance, since participation is of key importance in integrated assessments and is about mobilizing stakeholders and their values, views, knowledge and ideas¹.

Adopting and applying a participatory governance approach leads to a range of different benefits from participation, including increased political interest, knowledge and empowerment among individual citizens², increased inclusion of affected and marginalized participants, interests and discourses³, better responsiveness on the part of politicians and administrators, and greater collective capacity and expertise to act on complex policy problems^{4,5}.

A concept of participatory governance is presented in Figure 2.1.

¹ UN (2007). Participatory governance and citizens' engagement in policy development, service delivery and budgeting. Committee of Experts on Public Administration. United Nations, Economic and Social Council, E/C.16/2007/2.

² Pateman, C. (2012). Participatory democracy revisited. *Perspectives on Politics*, 10, 7-19.

³ Dryzek, J., and Niemeyer, S. (2008). Discursive representation. *American Political Science Review*, 102, 481-493.

⁴ Ansell, C. and Gash, A. (2008). Collaborative governance in theory and practice. *Journal of Public Administration Research and Theory*, 18, 543-571.

⁵ Sørensen, E. and Torfing, J. (Eds.) (2007). *Theories of democratic network governance*. London, England: Palgrave Macmillan.

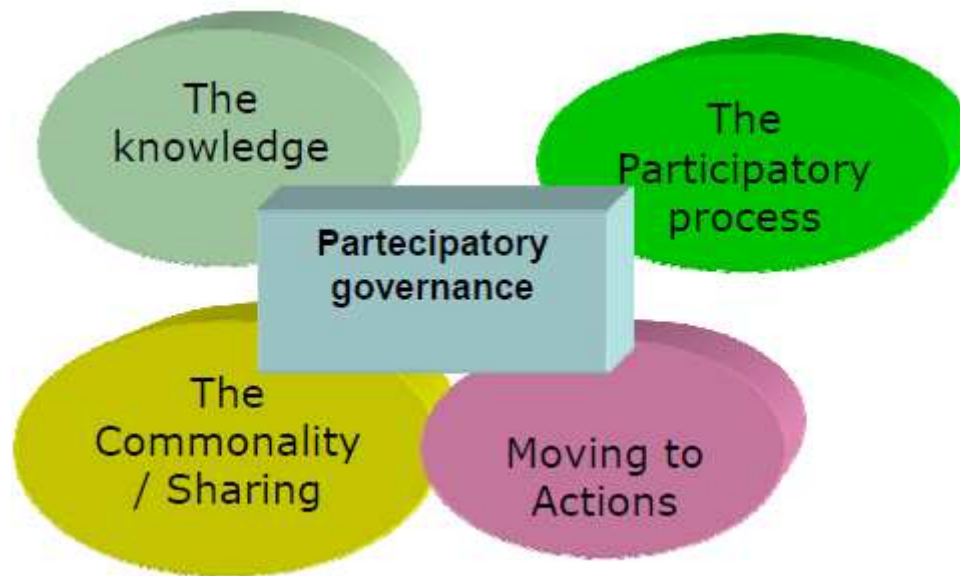


Figure 2.1 - Concept of participatory governance.

One important insight is that participatory innovations have many different underlying policy rationales⁶. Planning authorities need to reject a ‘decide – announce – defend’ approach and open up development for debate. A dialogue-based participation process is crucial for the joint analysis of local issues, development of common objectives and targets, identification of strategies and selection of measures that are widely accepted and supported. While there are clear benefits from participation, there are also challenges to running an effective participation process. Participation should involve citizens and stakeholder groups in planning processes and policy decision making. A “stakeholder” may be a group or organization affected by a proposed plan or project, or who can affect a project and its implementation⁷. Public involvement usually refers to engaging the citizens in planning and decision-making. While stakeholders usually represent positions of organized groups and have a collective interest, citizens are individual members of the public and unaffiliated participants in the involvement process⁸. However, distinctions between stakeholders and citizens are blurred since citizens can also be considered a large stakeholder group; citizens can belong to various sub-groups of stakeholders; and a stakeholder representative is also a citizen. Citizen engagement is the one outcome or logical end of participatory governance. Participation is a fundamental goal and object of value in and of itself. That is evident from the fact that the right to participate in a society’s decision-making processes can help achieve other primary goals. In particular, participation can help to deepen democracy, strengthen social capital, facilitate efficiency and sustained growth, and promote pro-poor initiatives, equity and social justice.

⁶ Fung, A. (2006). Varieties of participation in complex governance. *Public Administration Review*, 66 (Suppl.), 66-75.

⁷ Rupperecht Consult (2014). Guidelines. Developing and Implementing a Sustainable Urban Mobility Plan. Available from: <http://www.eltis.org/guidelines/sump-guidelines>

⁸ Kahane, D., Loftson, K., Herriman, J. and Hardy, M., (2013) Stakeholder and Citizen Roles in Public Deliberation. *Journal of Public Deliberation*, 9 (2), Article 2. Available from: <http://www.publicdeliberation.net/jpd/vol9/iss2/art2>.

Participatory processes may help to frame and define in ways that are more relevant the problems at stake, their possible causes, effects, and feasible courses of action or futures on the basis of the stakeholders' views by:

1. Improving the available information, communication and participation channels both for the production of knowledge and for feeding the policy-making process with preferences and views which would rarely be taken into account otherwise,
2. Enhancing the integration of diverse forms of knowledge and value domains, both from experts and non-experts, as well as from different scientific disciplines,
3. Optimizing the existing processes of social and institutional learning, by rising awareness of complexities and uncertainties of the situation, as well as the limits or the gaps in the available knowledge and of the capacities to deal with them.

A transparent and participatory approach, which brings citizens and other stakeholders on board from the outset and throughout the plan development and implementation process, is a prerequisite for citizens and stakeholders to take ownership of the proposed methodology and the policies it promotes. Consequently, it makes public acceptance and support more likely and thus minimizes risks for decision-makers and facilitates plan implementation. If stakeholders and the public are engaged properly, participation has the potential to increase the quality of the plan.

The forms of participation in participatory governance is presented in Figure 2.2.

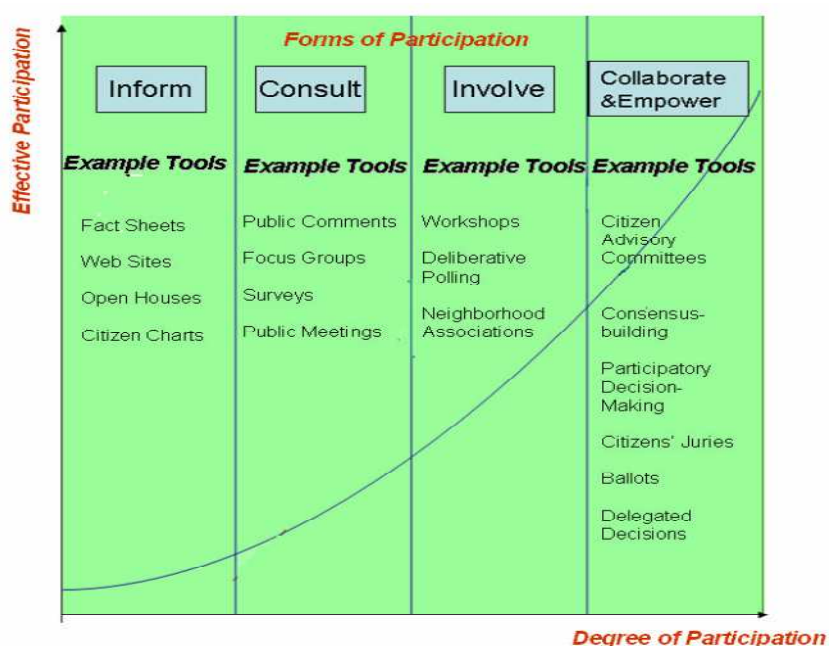


Figure 2.2 - Forms of participation (graph solely for illustrative purposes and not based on any specific data or regression analysis).⁹

⁹ Committee of Experts on Public Administration Policy Brief No. 1. Available from: <http://unpan1.un.org/intradoc/groups/public/documents/un/unpan030248.pdf>.

2.1. Participatory Governance towards Sustainable Urban Mobility Planning

A Sustainable Urban Mobility Plan (SUMP) is a strategic planning instrument for local authorities, fostering the balanced development and integration of all transport modes while encouraging a shift towards more sustainable modes. A SUMP aims to solve urban transport problems and contribute to reaching local and higher-level objectives for environmental, social and economic development. Developing a SUMP is a complex, integrated planning process requiring intensive cooperation, knowledge exchange and consultation between planners, politicians, institutions, local as well as regional actors and citizens.

Since the development of a SUMP is characterized as a multi-faceted planning process consisted by various steps and activities associated with cooperation, participation, measure selection as well as monitoring and evaluation, the implementation procedure needs to take into account the four challenges presented below in Figure 2.3.

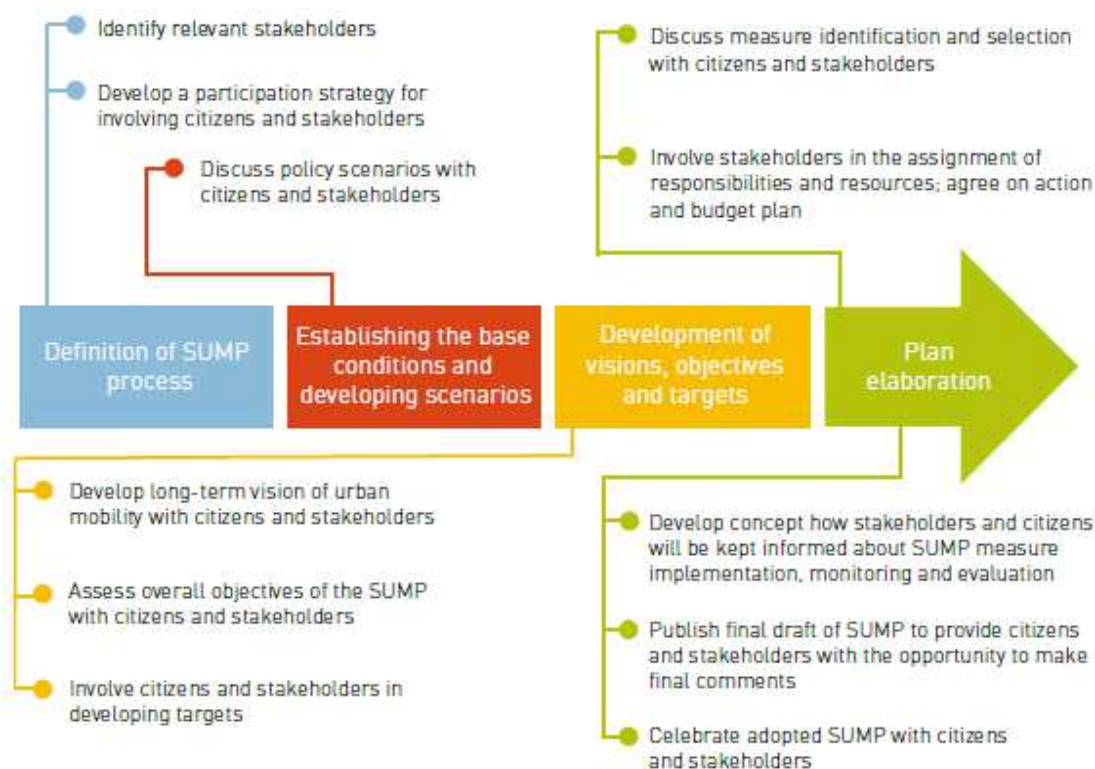


Figure 2.3 - SUMP development process and opportunities to involve citizens and stakeholders.¹⁰

In the effort to develop mobility plans, the participation process can be employed as a structural component of a large number of public processes in policy-making as resource allocation and

¹⁰ CH4ALLENGE, 2016. Participation. Actively engaging citizens and stakeholders in the development of Sustainable Urban Mobility Plans. Available from: https://www.eltis.org/sites/default/files/sump-manual_participation_en.pdf.

oversight, co-production of services and service delivery, monitoring, evaluation and audit, and others. A wide range of involvement techniques is available, from which a planning authority needs to find a suitable combination, including:

- government-driven formal deliberative processes (as in local government councils),
- devolution of policy management and oversight to committees of local users (as in community-based public programmes),
- partnerships between government and community service organizations (as in participatory budgeting),
- application of information, communication and technologies.

A participation process requires careful preparation by the planning authority responsible for the elaboration. This includes the development of a clear concept for how citizens and identified stakeholders will be involved in the different phases of the planning process and how participation activities will be coordinated with all the related activities and technical planning. Involving stakeholders and the public is one of the fundamental requirements of sustainable urban mobility planning. The public has local knowledge and can provide expertise and opinions that contribute to the development of effective plans and measures. Furthermore, involvement encourages citizens and stakeholders to take ownership of sustainable mobility ideas, transport policies and projects. Several countries have formal, mandatory consultation procedures for medium and large-scale transport projects, as well as for the development of transport plans and SUMPs¹¹.

Conducting a thorough assessment of local participation practices applied in the past, is important before developing any participatory governance plan in collaboration with citizens and stakeholders. Such an assessment can help understand a planning authority's current strengths and weaknesses in participatory transport planning and reveal where improvement of administrative processes, capacities and know-how is required.

¹¹ Eltis (2015). Member state profiles. Available from: <http://www.eltis.org/de/mobility-plans/member-state-profiles>.

2.2. Participatory Governance Tools

Participatory tools support the engagement of stakeholders (experts and laypeople) and the knowledge, ideas and views they hold. This in turn supports an extended reflection upon the problem under study and its boundaries, resulting in shared framing of the problem and/or understanding that different stakeholders frame the problem differently. In short, stakeholders become the (co-) definers of the problem to be addressed.

Various toolkits for a holistic participatory governance approach have been proposed:

- a. Public information – A first step towards participatory governance is helping citizens to have access to relevant information about government policies, decisions and actions.
- b. Education and deliberation – Another important dimension of participatory governance is citizen education and deliberation. This category includes tools for making citizens aware of their rights and responsibilities (civic education), as well as a variety of innovative methods for helping citizens collectively learn about and deliberate on issues of priority public concern.
- c. Advocacy and citizen voice – Helping citizens to publicly express their opinions and concerns is a core aspect of participatory governance.
- d. Public dialogue – Enhanced dialogue between citizens and the authorities lies at the heart of participatory governance. A range of innovative approaches and tools can promote more productive interactions between multiple state and non-state actors.
- e. Electoral transparency and accountability – Voting is a principal right and responsibility of citizens and a fundamental form of citizen participation. The elections are free and fair and help citizens make informed choices and hold politicians accountable for their electoral promises.
- f. Policy and planning – The design and implementation of public policies and plans that respond effectively to citizens' priorities and needs are a key task of any authority.
- g. Public budgets and expenditures – Transparent, accountable, effective and efficient public financial management is necessary for a good governance procedure. The tools in such a toolkit are designed to help citizens understand and influence decisions about the allocation of public resources, monitor public spending and hold government actors accountable for their management of public financial resources.
- h. Monitoring and evaluating public services – Citizens around the world depend upon public services for their day-to-day existence. Services such as health care, education, public transport and others are essential for citizens to thrive and, indeed sometimes, to survive. This important collection of tools offers innovative ways for citizens to monitor and evaluate the accessibility, quality and efficiency of public services – leading to improved services and better quality of life for all citizens.
- i. Public oversight – Many government around the world are plagued by corruption, patronage and lack of accountability. Such a toolkit outlines a number of methods that citizens and civil society organizations can use to monitor and oversee public action and seek retribution for injustices or misdeeds.

In addition, participatory tools may also be used for more specific tasks that could be derived from problem framing, such as: exploring the knowledge base (identifying knowledge gaps); assure the relevance of the assessment, increasing its social robustness and assuring the assessment's quality from a societal point of view (fitness for purpose, relevance and legitimacy). When exploring interrelationships different effects and establishing policy options participation may be used to get stakeholders involved in the development of scenarios. By doing so, stakeholders get involved in identifying cause–effect relations needed to build scenarios as well as aid the task of identifying which parts of knowledge are contested (scientific and societal controversies) and the adequacy of the available knowledge base.

When selecting the type of tool(s) to use to carry out a participatory process, six main criteria may be considered¹²:

1. Participants number and method of identification/selection

There are several methods to identify and select the participants in a participatory process. Many of the participatory tools methodologies already consider specific formats of identification and selection of participants. The identification and selection method is of crucial importance for the sake of transparency and, if deemed necessary, the 'representativeness' of the process. For example, INVOLVE (2005)¹³ considered four selection processes:

1. Self-selected participants – anyone who wants to join can. This selection process is appropriate when is wanted the community engagement as widely as possible.
2. Stakeholder representatives – participants representing views, values and knowledge of specific interest groups or with specific skills.
3. Demographically – samples are selected to provide a sample of a larger population.
4. Number of participants – number of participants the tool/method foresees.

2. The goal of carrying out a participation process

Participatory processes may entail different type(s) of involvement emerging from the application of a tool/method. The applied tool may foster (or not) a more active participation in the result of the process by the participants. These types of participation can be divided into three broad categories adopted from the original ladder of Arnstein (1969)¹⁴:

1. Consultation (gauging opinions, obtaining reactions or options) – Co-thinking.
2. Partnership – Citizen engagement (in-depth thinking by citizens about key public policy issues, informing policy and the decision-making process with citizen perspectives and values) – Co-operating, Co-defining or Co-production.

¹² Pedrosa, T., Pereira, A. G. (2006). Participatory tools. SustainabilityA-Test. <http://www.ivm.vu.nl/en/projects/Archive/SustainabilityA-test/index.asp>.

¹³ INVOLVE (2005). People & participation – How to put citizens at the heart of decision-making, Beacon Press.

¹⁴ Arnstein, S. (1969). A ladder of citizen participation in the USA. Journal of the American Institute of Planners, 216–224.

3. Deliberation – Place final decision–Making in the hands of the public – Co–decision.

3. The problem content of the issue to be addressed

The nature and scope of the issue to be addressed can be regarded based on four aspects¹⁵:

1. Knowledge – to what extent does the society already possess a general knowledge of the subject? To what extent relevant common knowledge is possessed by participants?
2. Maturity – to what extent has the society already developed opinions or even legislation on the subject? Do strong views exist or is the issue so emergent that norms have not become established?
3. Complexity – is the subject highly complex, such that a great deal of (technical) information is required?
4. Controversy – is the issue highly controversial and has the debate become polarised, such that consensus is difficult to reach?

4. The type of desired outcome

Different methods produce different types of outcomes (INVOLVE, 2005). The knowledge already in possession or acquired during the process by the participants have to be accounted. Seven types of outcomes that tools are good at producing are considered:

1. Map existing options – some methods are good for discovering existing opinions or impacts about an issue.
2. Map of informed options – methods that involve deliberation usually lead to the creation of better informed opinions.
3. Improved relationships – some methods are better than others are at revealing common interests and thereby improving relationships.
4. Shared vision – some methods are good for creating a shared vision.
5. New ideas – some methods are also excellent at producing new ideas and visions for change.
6. Recommendations – some methods are good at producing recommendations.
7. Participants empowerment – some methods empower participants by giving them skills and/or confidence to take a more active part in decision–making.

5. The style of moderation required

Each participatory tool requires a specific style of moderation that will affect the way that process are conducted, and results and outcomes are achieved¹⁶. The shape, use and results of methods are determined by who is using them, as well as by the nature of the methods themselves and the context, purpose etc. (INVOLVE, 2005). Also is to consider that some styles of moderation require more skills than others. Five styles are considered:

¹⁵ Steyaert, S. and Lisoir, H. (2005). Participatory methods toolkit – A practitioner’s manual, King Baudouin Foundation and Flemish Institute for Science and Technology Assessment. Belgium.

¹⁶ Guimarães Pereira, Â. (2005). Knowledge Assessment Methodologies Fall School – note book, European Communities, PB/2005/IPSC/0384.

1. Arbitrator – style of mediation used when the direct discussion between two or more parties need to be arbitrated. The arbitrator facilitates the direct dialogue between participants.
2. Facilitator – Leads the participants through an agenda, keeps the flow of the dialogue or provides the technical assistance to software deployment.
3. Mediator – Mediators need the skills of facilitators plus need to assist with the communication between the participants, translating if necessary different languages. They need a good knowledge of the issues in discussion and if necessary, they should assist parties in reaching agreements.
4. Negotiator – Have an active role on the final result of the participation process. He can have a direct interest on a specific result and his main objective is to achieve an agreement /solution regarding the issue(s) at stake.
5. Assistance – Give the necessary assistance to the moderator.

Apart from the moderation styles considered above, it is desirable that either the moderator or a dedicated person has the role of ‘integrator’, that is the person that integrates different forms of knowledge feeding into and arising from the participatory process, and mediation of that knowledge in the assessment and policy making process. This task may be assigned to a moderator of the participatory process but it can also be assigned to a specific professional (as suggested in Guimarães Pereira et al., 2003a; 2003b)^{17,18}.

6. Whether and how Information and Communication Technology (ICT) is used

ICT can be used in two main ways in participatory process: they can be used as support to the process, i.e. the tool/method deploys ICTs that can help with the participatory process (introducing issues, facilitating visualization, etc); or they can guide the process itself, allowing stakeholders to participate virtually in the processes (e.g. internet, video conference, email, forums, etc). The deployment of ICT becomes the participatory process itself.

¹⁷ Guimarães Pereira, Â., Rinaudo, J.D., Jeffrey, P., Blasques, J., Corral Quintana, S., Courtois, N., Funtowicz, S.O. and Petit, V. (2003a). ICT Tools To Support Public Participation In Water Resources Governance & Planning: Experiences From The Design and Testing of a Multi-Media Platform. *Journal of Environmental Assessment Policy and Management*, 5 (3), 395–420.

¹⁸ Guimarães Pereira, Â., Blasques, J., Corral Quintana, S., and Funtowicz, S.O. (2003b). TIDDD – Tools To Inform Debates Dialogues & Deliberations. The GOUVERNe Project at the JRC. European Commission, Ispra, Italy.

2.3. Levels of Stakeholders and Citizens Involvement in Participatory Governance

Several classifications have been developed that grade the different levels of involvement of stakeholders and citizens in the participatory governance procedure. One of the widely used classifications is presented in Figure 2.4 defining the levels of involvement as to Inform, Consult, Involve and Collaborate.

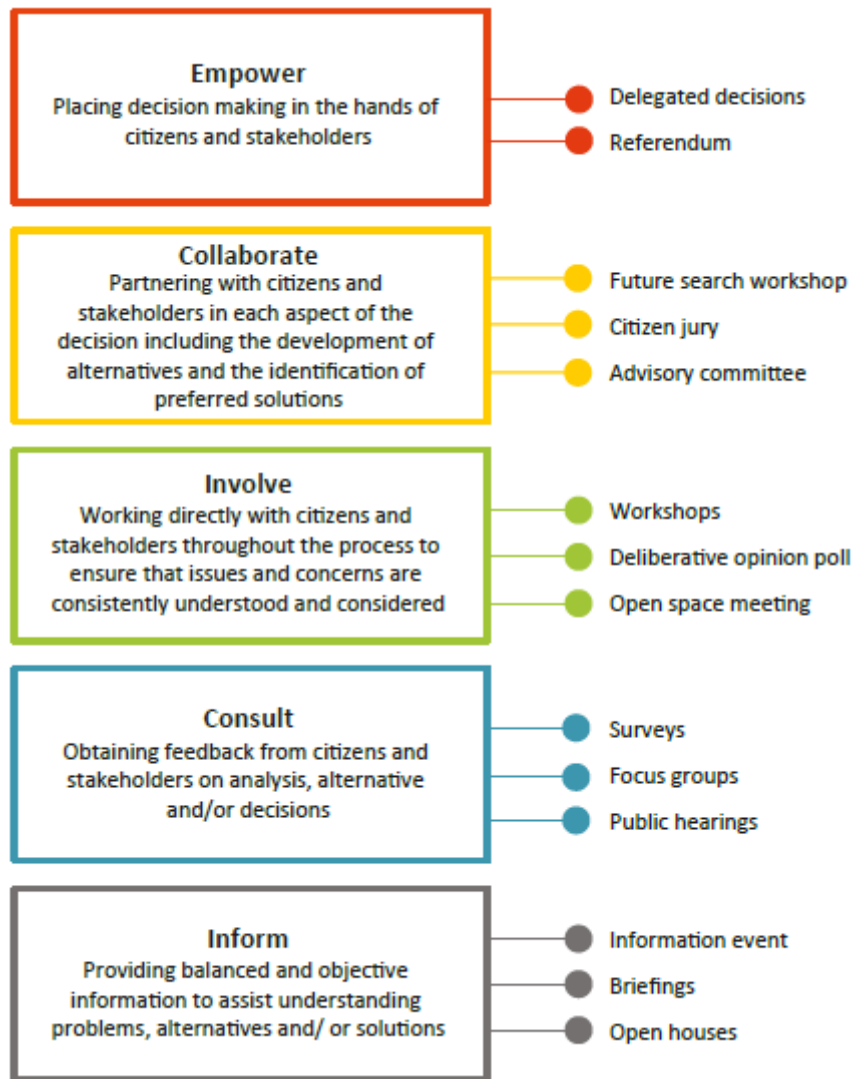


Figure 2.4 - Levels of participatory governance involvement and exemplary tools.¹⁹

¹⁹ International Association for Public Participation (2007). IAP2 Spectrum of Public Participation. Available from: <http://www.iap2.org> (adapted by Rupprecht Consult in "CH4LLENGE, 2016. Participation. Actively engaging citizens and stakeholders in the development of Sustainable Urban Mobility Plans. Available from: https://www.eltis.org/sites/default/files/sump-manual_participation_en.pdf").

3 Methodological Path of Governance Arrangements under REMEDIO Project – The Horizontal Condominiums

The REMEDIO project has been focusing on the strengthening of the capacity of cities to use low carbon transport solutions through the testing of an operational path in governance and management of high congested roads lacking of proper orbital roads or bypasses (common issue for many middle-sized Mediterranean cities) and to include the low carbon transport solutions in their mobility plans (Figure 3.1).

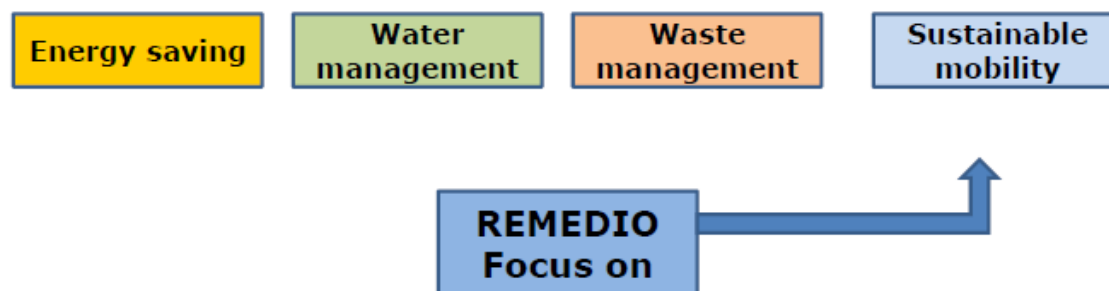


Figure 3.1 - REMEDIO project orientation.

In order to address this challenge, REMEDIO proposed to transform the congested roads into “Horizontal Condominiums”. This term refers to forms of participatory governance that actively engage institutions, stakeholders and citizens with which a municipality can directly interact to improve multi-modal and low carbon mobility, freight logistic and environmental quality.

The REMEDIO project approach relied on a methodological path according to which decisions of strategic importance for each city and its inhabitants should be taken following the principals of participatory governance. The transition towards innovative low carbon mobility solutions requires active support from all interested groups, if successful and viable strategies are to be implemented. Under this view, the methodological path towards a “Horizontal Condominium” includes the following steps:

1. Developing a common vision

What kind of road/neighborhood/city do we want to live in? How will it differ from now? A vision provides a qualitative description of a desired urban future and serves to guide the development of appropriate planning measures. The establishment of a representative team responsible for the development of the vision is necessary.

2. Involving the strategic actors

The strategic actors of a Horizontal Condominium include among others:

- Local authorities, Policy makers
- Economic entities: Business owners, Trade & Firm companies operating in the pilot areas, Transport & Logistic companies, Chambers of Commerce, Taxi drivers associations, Pther economical associations, banks, etc,
- Providers of local services: Public transport, Environmental services, etc,

- Education centers: Educational institutes, schools, Research institutions, universities, Training centers, etc,
- Social operators, NGOs, Citizens, Families, Local communities, etc.

3. Setting the context of the vision

An in depth analysis is necessary using different tools (expert working groups, encounters, assemblies, public consultations etc) to understand the needs, ideas, expectations, perspectives, degree of collaboration and commitment, pressure and conflicts of the strategic actors.

4. Agreeing on mid-term or long-term actions to achieve the common vision

Mid or long-term actions for transport and mobility development in the urban agglomeration are guiding elements for the participatory process and the planning processes. The actions should be concrete and have a broad perspective looking also the issues beyond the transport and mobility ones e.g. quality of life, health and land use.

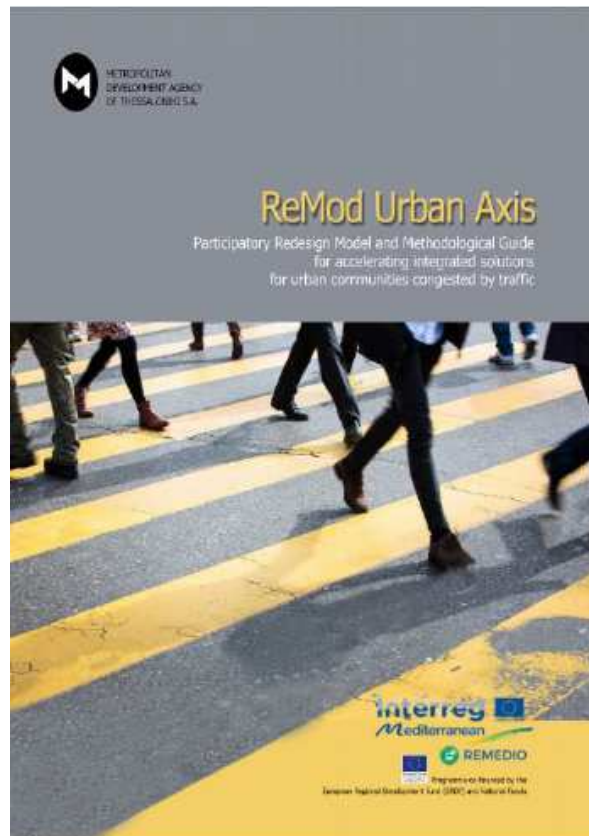
5. Building up the local juridical format of the participatory entity

Local agreements/Protocols/MoUs/Legal acts between the critical actors can contribute to the concrete actions for innovative low carbon mobility alleviating in a cost effective way the traffic congested roads, improving the environment in the cities and serving better the everyday life of citizens' and the commercial and financial development of the city. These acts, having one of the pre-mentioned forms, should include all the main elements for the implementation of the actions (e.g. type of interventions, soft measures, interested parties, time schedule, costs, possible developments, etc.). Draft versions of these acts are elaborated and discussed with the strategic actors while the final version of the acts should be published in an easy-to-understand format.

6. Strengthening of the “Horizontal Condominium”

Since the identity of a community needs time to grow, there should be a continuous effort to strengthen the membership of the “Horizontal Condominium” and to assure about the collective ownership and contribution to the common vision of sustainable urban mobility

Using the REMEDIO project overall methodology, together with other EU and international experiences and good practices, a Redesign Model for accelerating integrated urban solutions has been produced in the framework of REMEDIO by MDAT S.A. The “ReMod Urban Axis: Participatory Redesign Model and Methodological Guide for accelerating integrated multi-modal and low carbon mobility solution” is a methodological guide to provide standard tools and mobility solutions for participatory redesign of urban traffic in Mediterranean cities. The model has been developed in such a way as to provide an easily understood system for the users for participatory governance and transferability.



The Methodological Guide is a multi-page manual explaining the model and providing a toolkit of solutions (Figure 3.2). The Methodological Guide’s analytical content is as follows:

- Presentation of the model development produced by the synthesis of REMEDIO methodology and input of international Good Practices.
- The Guide manual – The implementation manual of the Model including a toolkit of solutions and a implementation Roadmap in the fields:
 - Urban analysis methods and indicators’ adaptation,
 - Participatory governance for urban mobility solutions,
 - Community building - networking at local level / local,
 - Participatory planning / planning tools in various planning levels,
 - Promotion and engagement,
 - Monitoring and evaluation.
- Index I: International good practices for integrated solutions in redesigning urban axes.
- Index II: MoUs and Agreements templates to commit actors in the integrated solutions.

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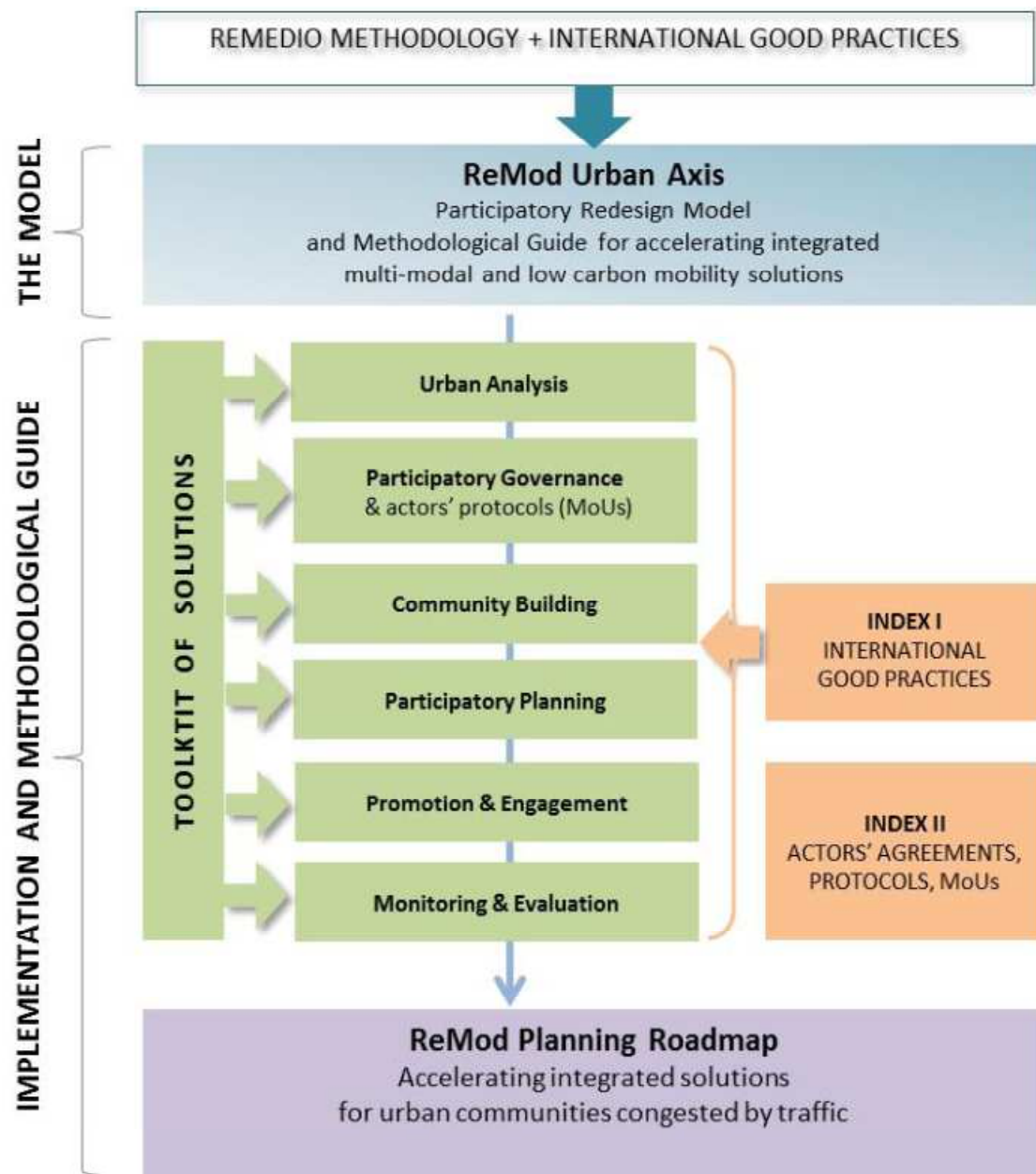


Figure 3.2 - The ReMod overall methodology and structure.

The participatory governance pathway of REMEDIO, as presented above, is a replicable scheme and could be a successful approach for many Mediterranean cities suffering by similar mobility issues affecting the environment and the quality of life.

4 Participatory Governance in the REMEDIO Pilot Areas

All the steps of the general methodological pathway described in the previous chapter were followed in all pilot areas of REMEDIO project. This chapter provides description of the specific pathway towards the achievement of the “Horizontal Condominium” in each city and the intervention area within REMEDIO project, including the organization of local events with key stakeholders and/or general public, the application of questionnaires, the use of Information and Communications Technology and the signature of agreements (Table 4.1). The specific pathway could allow the involvement of authorities, stakeholders and citizens in all levels of participatory governance as classified according to IAP2 (2007).

Table 4.1. Participatory governance pathway in the REMEDIO pilot areas

Local Events (with key stakeholders and/or general public)		
	Implementation	Level of participation
Loures	Fairs, Seminars	Inform, Involve , Collaborate , Consult
Split	REMEDIO Specific Workshops, Open Space Events	Inform, Involve , Collaborate , Consult
Thessaloniki	REMEDIO Specific Workshops, Open Space Events	Inform, Involve , Collaborate , Consult
Treviso	REMEDIO Specific Seminars, Workshops, Campaigns	Inform, Involve , Collaborate , Consult
Questionnaires		
	Implementation	Level of participation
Loures, Split, Thessaloniki	Citizens	Involve , Consult
Thessaloniki	Business Owners	Involve , Consult
Treviso	Students and Families	Involve , Consult

Information and Communications Technology		
	Implementation	Level of participation
Loures, Thessaloniki	Web-Platforms, On-Line Applications	Inform, Involvement , Consult
Focus Groups		
	Implementation	Level of participation
Thessaloniki	Action Club	Inform, Involvement , Consult
Memorandums of Understanding		
	Implementation	Level of participation
Loures, Split, Thessaloniki, Treviso	Signature	Empower

4.1. Participatory Governance in Loures (LR)

In Loures, the concrete actions to contribute to the vision of sustainable urban mobility were relevant with the renewal of the Moscavide Street. The intervention which was completed during the lifetime of the project included the widening of sidewalks, the planting of vegetation, a new cycle path and parking for bicycles and the elimination of one lane for cars circulation. After involving all critical actors, the following tools were utilised as to arrive in the engagement of them.

4.1.1. Questionnaire Survey Conducted by IST

About the initiative: The questionnaire was applied to a total of 105 people, of whom 57% were female and 43% were male (Figure 4.1) with an age between 15 - 65+ years old.

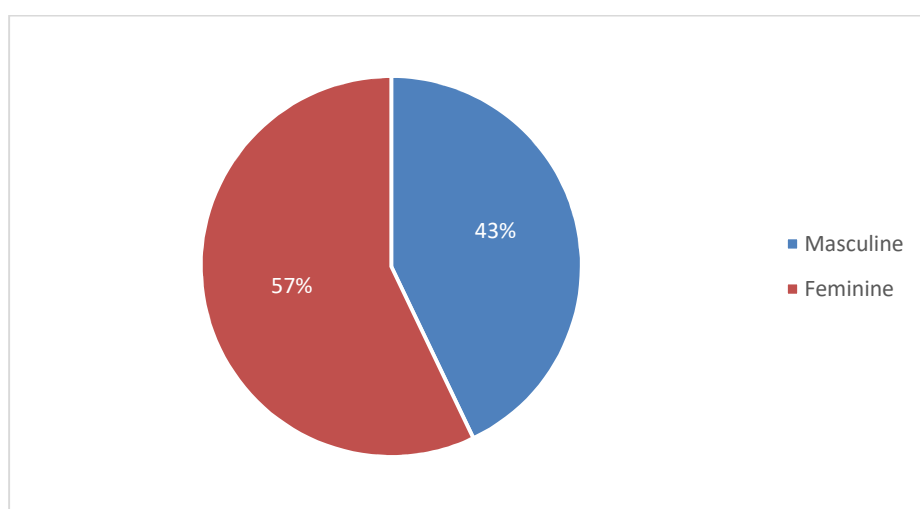


Figure 4.1 – LR-IST Questionnaire. Sex of interviewers.

The majority (41%) of the respondents had ages between 41 and 64 years. Only 11% of the interviewees had ages between 25-40 years old (Figure 4.2).

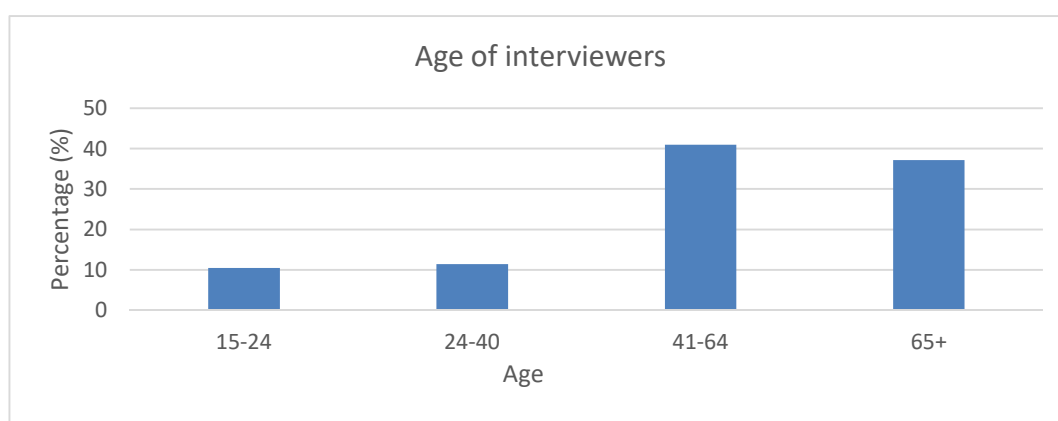


Figure 4.2 - LR-IST Questionnaire. Age of interviewers.

Out of 100 individuals that responded to the education level, only 21% of them had attended secondary education while 24% didn't have any level of education or only the primary education. 55% of inquired individuals had education between the 5th grade and the 9th grade or higher. When asked about the question "How long have you known Avenida Moscardi?", 77% of inquired knew the avenue before the interventions, 12% visited the avenue for the first time during the interventions and only 10% visited it after interventions (Figure 4.3).

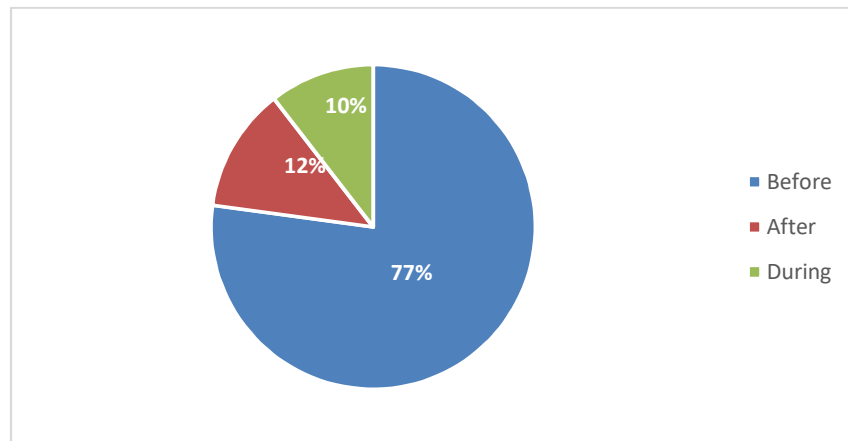


Figure 4.3 – LR-IST Questionnaire. How long have you known Avenida Moscardi?

The Avenida Moscardi is in a residential area with local commerce in which 47% of respondents were residents, 32% were working there and the remain 21% were just passing by when interviewed. Most of the people who were just passing by usually visit the avenue every day or at least 3 to 4 times a week, by foot.

Main findings:

Easiness of access:

The respondents were questioned about the easiness of access of the regarding different areas/activities in a scale from 1 to 5 in which 1 represents very bad and 5 very good, in order to understand the needs of the population (Figure 4.4). The access to education and access to the city center was considered good and/or very good because this avenue is surrounded by lots of means of transport such as metro, train and bus that can be used to get to the city center in less than 20 minutes. The same applies for access to commerce, access to food supplies and services. Avenida Moscardi is well known for the high concentration of grocery stores, pastry shops, bakeries, clothing stores. Additionally, accessibility to various services like pharmacies, opticians and banks were also evaluated with "very good" by the interviewees.

Regarding access to health services, most of the people consider that there were enough physician services as well as pharmacies and optics.

Entertainment, leisure, and cultural activities had a major impact on citizens since most of the habitants are elderly people. Recreational activities are a vital component of a social life and helps build a community and maintain family relationships. However, people consider there are not

enough actions to promote ways of accessing entertainment and leisure nor access to culture, since there is just a church for this purpose.



Figure 4.4 – LR-IST Questionnaire. Easiness of access.

Environmental conditions:

The majority (78%) of the people interviewed evaluated positively the appearance of the residential area (Figure 4.5). When asked about the air quality, 64% stated it was neither good nor bad. However, when asked about noise due to traffic, 46% of people evaluated this aspect negatively. Furthermore, regarding noise due to commerce, bars and restaurants, 36% of people indicated that it was reasonable because noise was mostly during the day and when stores closed, the noise was decreasing. Moreover, regarding security for pedestrians, 84% of the people evaluated this topic positively because of the enlargement of the sidewalks, representing a part of the intervention in the pilot area.

When asked about green spaces, 61% of the respondents evaluated this topic as “very bad” or “bad” because even though there have been improvements because of the intervention, people feel that was not enough. They suggested that more trees should have been planted or grassy terrenes with vegetated area included.





Figure 4.5 – LR-IST Questionnaire. Evaluation of the intervention in the pilot area.

Evaluation of the intervention in the pilot area:

The interviewed people were asked to provide their opinion about the intervention in Avenida Moscaide and what should be done in the future in order to improve the quality of life in this avenue (Figure 4.6).

Some respondents (58%) noticed that after the intervention the access to public transport was more difficult than before since some bus stations were suppressed. Also, the reduction from two to a single traffic lane caused even more traffic because it took more time for a vehicle to get to the end of the avenue. Most of the people interviewed (80%) claimed that the reduction of parking spaces was not a good idea to improve sustainable mobility since residents and merchants would like to park their cars near their residence or store, and with that in mind, they spent more time and fuel to find a parking spot.

Regarding local economy, 58% of people reported that there was no improvement and traders said that there were not as many clients as before probably due to decrease of parking places and because people had to pay for parking.

People stated that pedestrian security increased due to the enlargement of the sidewalks, allowing elderly people to walk in groups and therefore promoting more social interaction between them. In addition, because of more crosswalks for pedestrians, people could cross the road at any time and go through the avenue by foot.

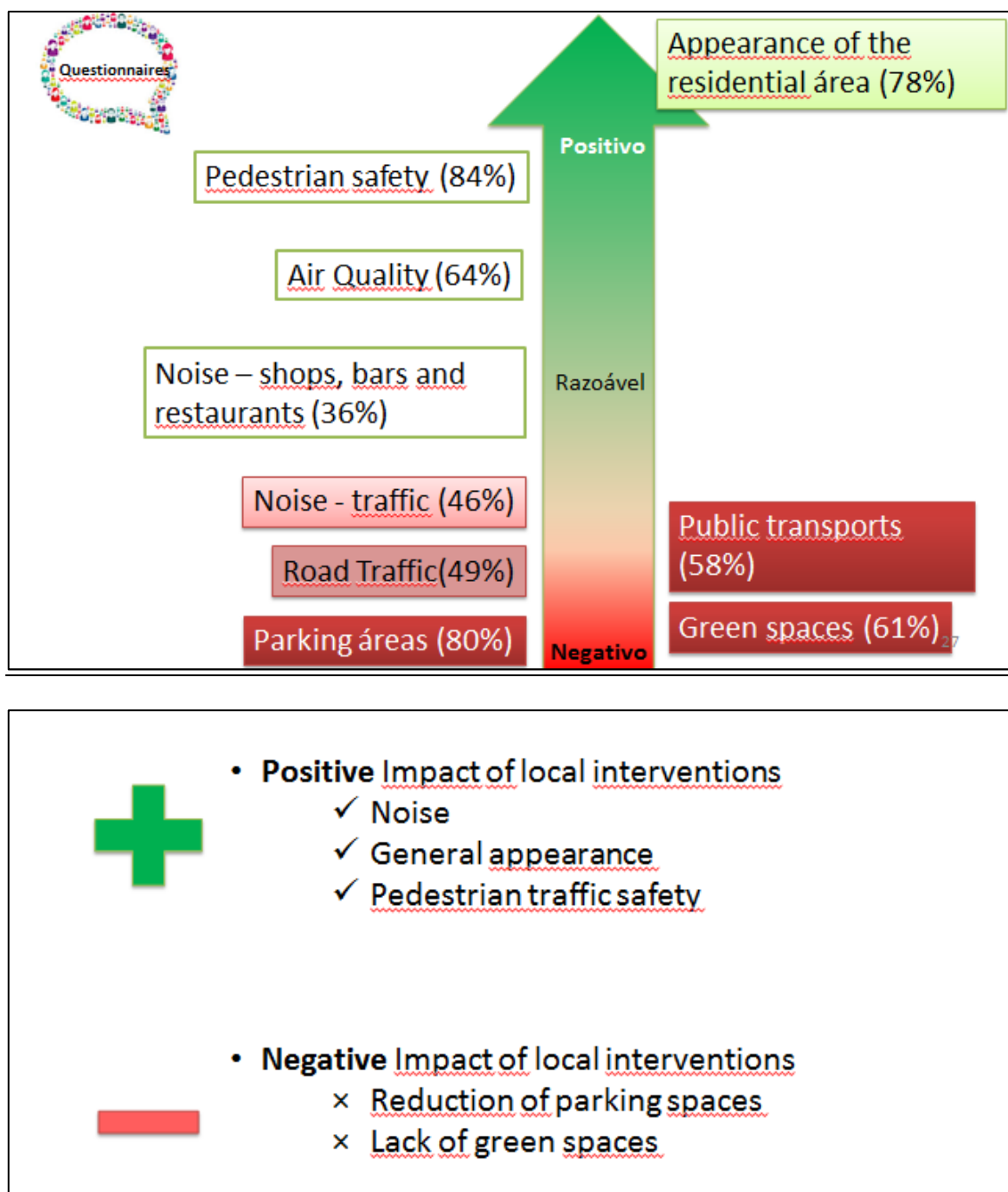


Figure 4.6 – LR-IST Questionnaire. Findings and conclusions.

4.1.2. Web platform / On-line Application

About the initiative: Street Led Panel.

Description of the initiative: A street led panel information point has been installed in the pilot area, comprehended with SUMP indicators values (before and after the interventions within REMEDIO). The aim is to collect, at any time, the people's opinion and suggestions for the pilot area. It is a live and immediate information point about the state of the street in terms of pollution, air, noise, etc. A

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portal with the label “my street” is included on the panel, to give to the population the possibility to communicate with the administrator and to have information about the area.

4.1.3. Events

4.1.3.1. Smart Cities Tour 2018

About the event: “SMART CITIES TOUR 2018”, Seixal Municipality, Metropolitan Lisbon Area, 21 March 2018, organized by the National Association of Municipalities of Portugal.

Description of the event: This event assembled the best practices on the subject of Smart Cities and covered the whole country of Portugal. The REMEDIO project and the implementation of the SUMP at Loures were disseminated at the event being the most important national roadshow event with the participation of enterprises, municipalities and universities working on a national and international level on the subject.



4.1.3.2. InSS-Innovation, Sustainability and Society Fair (2018)

About the event: “InSS-Innovation, Sustainability and Society Fair”, “InSS-Innovation, Sustainability and Society Fair Seminar”, Loures, 2 to 5 June 2018, organized by Loures Municipality at the PUSIA public Park. The event was addressed by around 1500 persons.

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Description of the event: It is the most important environmental event of Loures Municipality and one of the main events of Lisbon Metropolitan Area. The good practice of REMEDIO project was represented at the Seminar attended by specialists on sustainability and mobility actions. Flyers, rollups and posters were distributed and a stand relevant with the Municipality Initiatives was made with representation of REMEDIO project. Information regarding the project was given to the public.



4.1.3.3. InSS-Innovation, Sustainability and Society Fair (2019)

About the event: “InSS-Innovation, Sustainability and Society Fair”, “InSS-Innovation, Sustainability and Society Fair Seminar”, Loures, 5 to 8 June 2019, organized by Loures Municipality at the Adão Barata public Park. The event was addressed by around 500 persons.

Description of the event: It is the most important environmental event of Loures Municipality and one of the main events of Lisbon Metropolitan Area to celebrate World Environment Day. 2019's seminar was focused on Climate Change. There was a day dedicated to the families where REMEDIO was represented with some activities to the public and representative rollups.



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4.1.4. Memorandum of Understanding

Loures Municipality signed a protocol with HardLevel in order to install an intelligent system made of oil tanks with level sensors. The implementation of these sensors on the tanks changes drastically the normal collecting plans. With the contribution of the sensor, the route can be planned just considering the oil tanks that are already full, or almost full.



The cost of collecting on scheduled runs can be high, with no guarantee of the volume of used oil that each route will return. With the contribution of the sensor combined with a mobile application (Figure 4.7), the route can be planned just considering the oil tanks that are already full, or almost full.

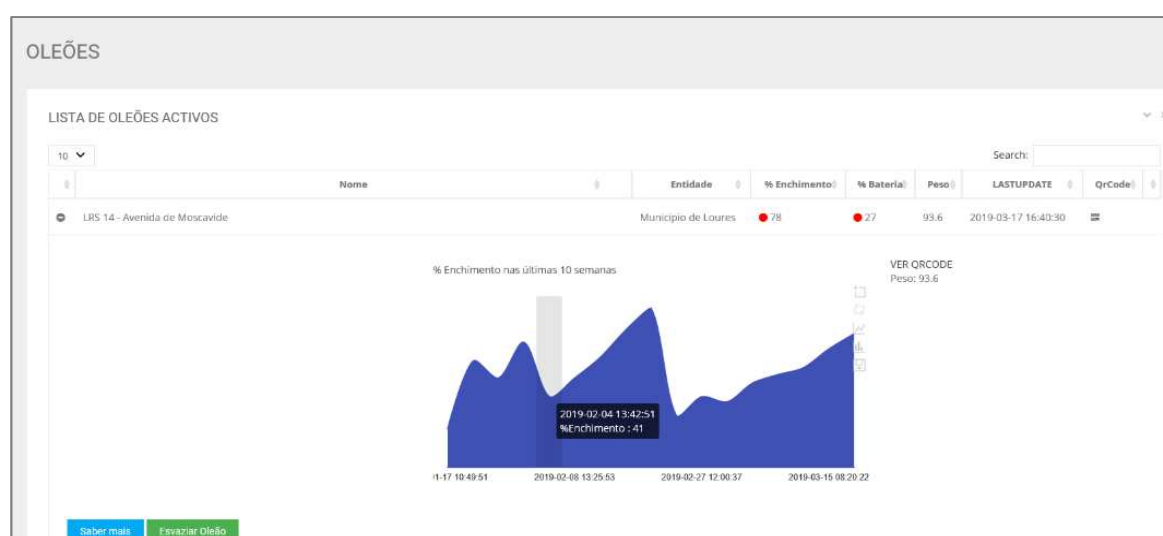


Figure 4.7 – LR Application printscreen showing the status of Moscavide's oil tank.

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With less collections come less costs in the form of fuel spend, meaning a more cost-effective operation and the most important: lowering carbon emissions. In addition to this, the pilot area population will have available a way to recycle the used oil without need of moving, and, consequently, providing one more opportunity to avoid possible emissions.



Figure 4.8 – LR Oil tank location on the pilot area

This protocol was signed not just considering the pilot area, but several points along all municipality spreading the benefits among more areas.

4.2. Participatory Governance in Split (CS)

In Split, the vision of sustainable urban mobility was supported with small scale investments for the bike sharing network of the city. After involving all critical actors, the following tools were utilised do as to arrive in the engagement of them.

4.2.1. Questionnaire Survey

About the initiative: In the questionnaire there were 33 questions (approximate duration 7 minutes) mostly focusing on the traffic problems in the City of Split and the traffic habits of the citizens. 202 citizens filed the questionnaire. The questionnaire was sent also to some citizens online the period from 24.10.2017 to 8.12.2017; there were 579 more questionnaire answers.

Main findings: The most specific mobility survey results are the following:

- 42% of citizens of Split use cars as drivers as the main mode of transport, while only 5% use bicycle (Figure 4.9).

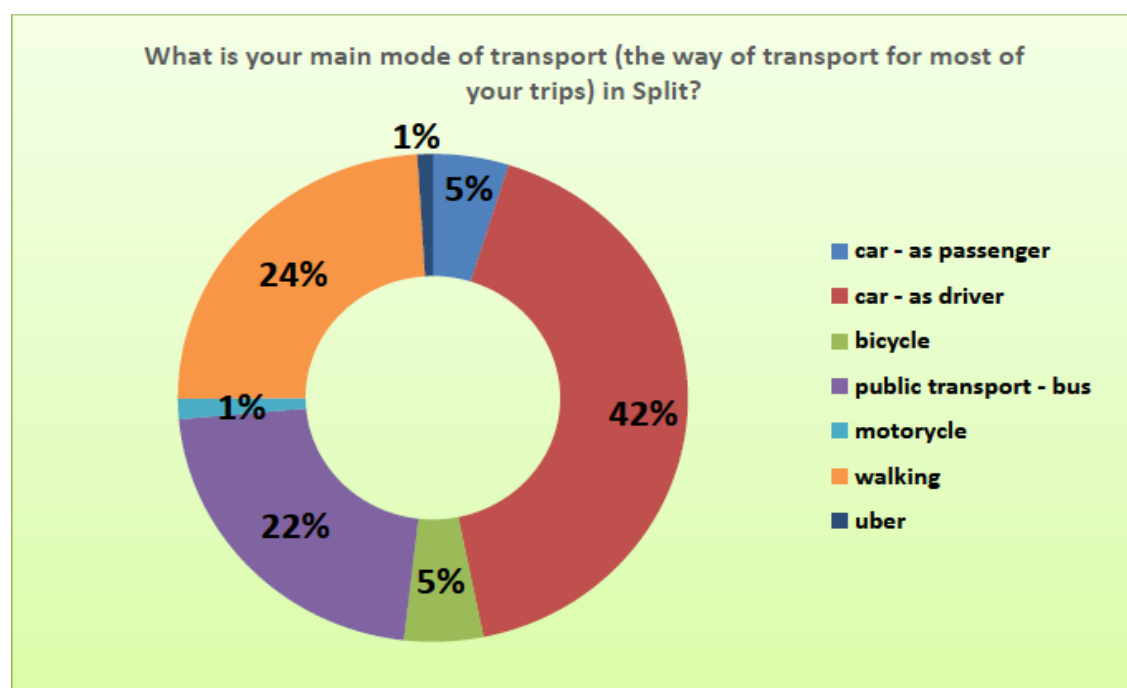


Figure 4.9 - CS Questionnaire. Main modes of transport.

- 70% of trips are up to 10 km from the place of residence to job/educational facility/most common destination (one way) (Figure 4.10).

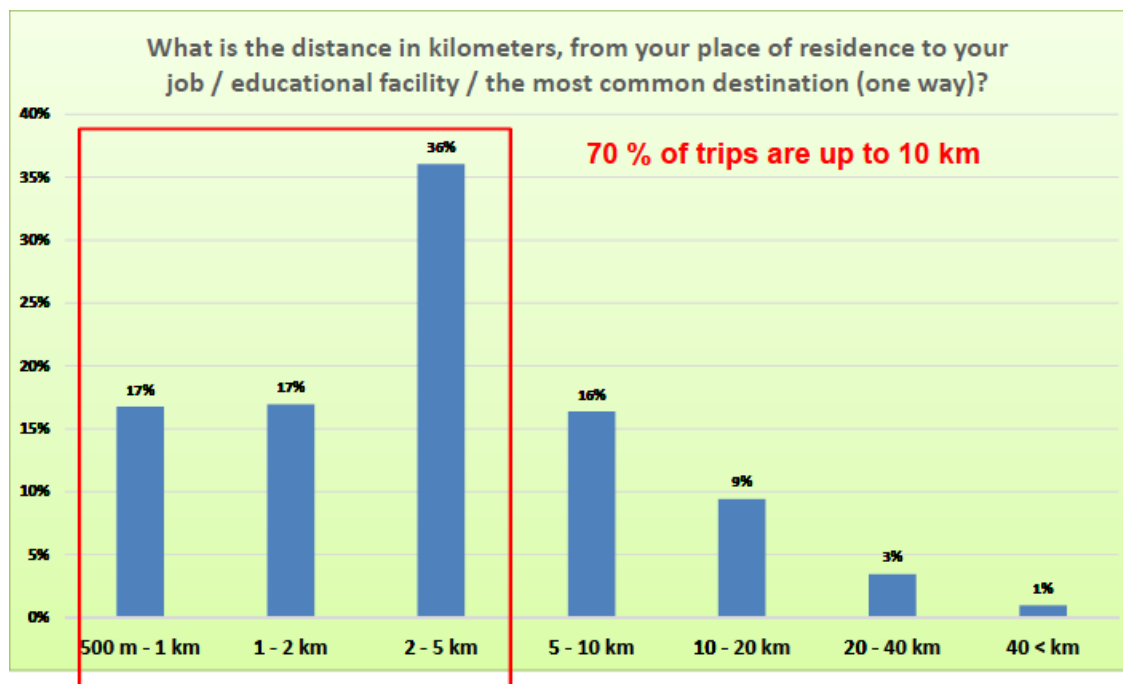


Figure 4.10 - CS Questionnaire. Distance from residence to the most common destination.

- 61% of citizens is not satisfied with the offer of cycling infrastructure in the Split area (Figure 4.11).

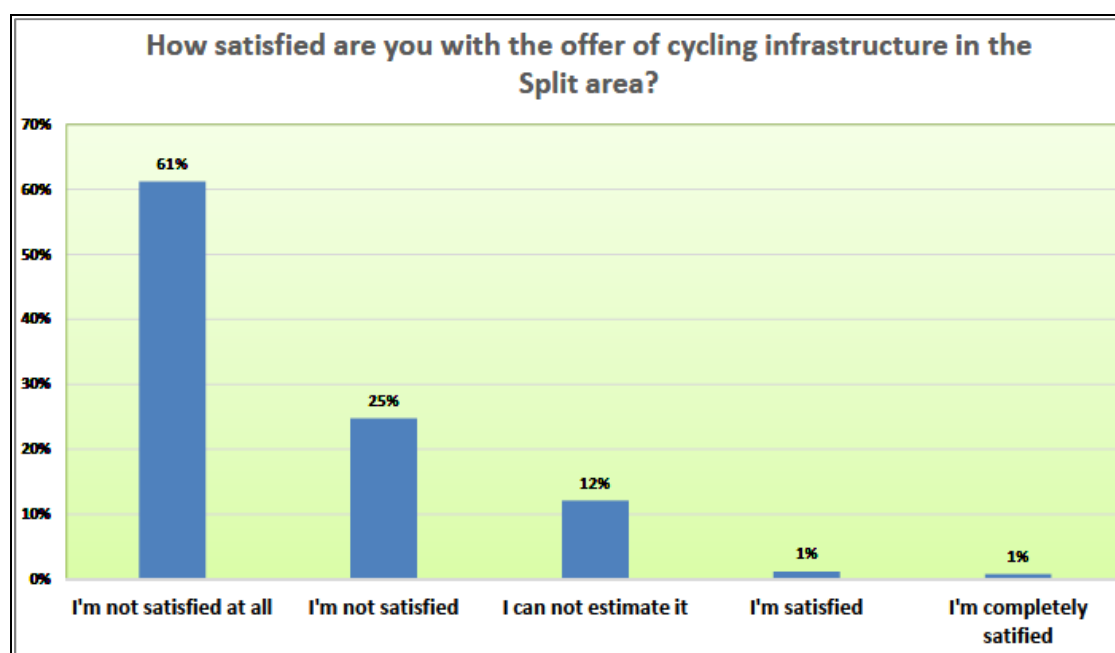


Figure 4.11 - CS Questionnaire. Level of satisfaction with cycling infrastructure.

- 31% of citizens would use a public bicycle service in Split area if there was one (Figure 4.12).

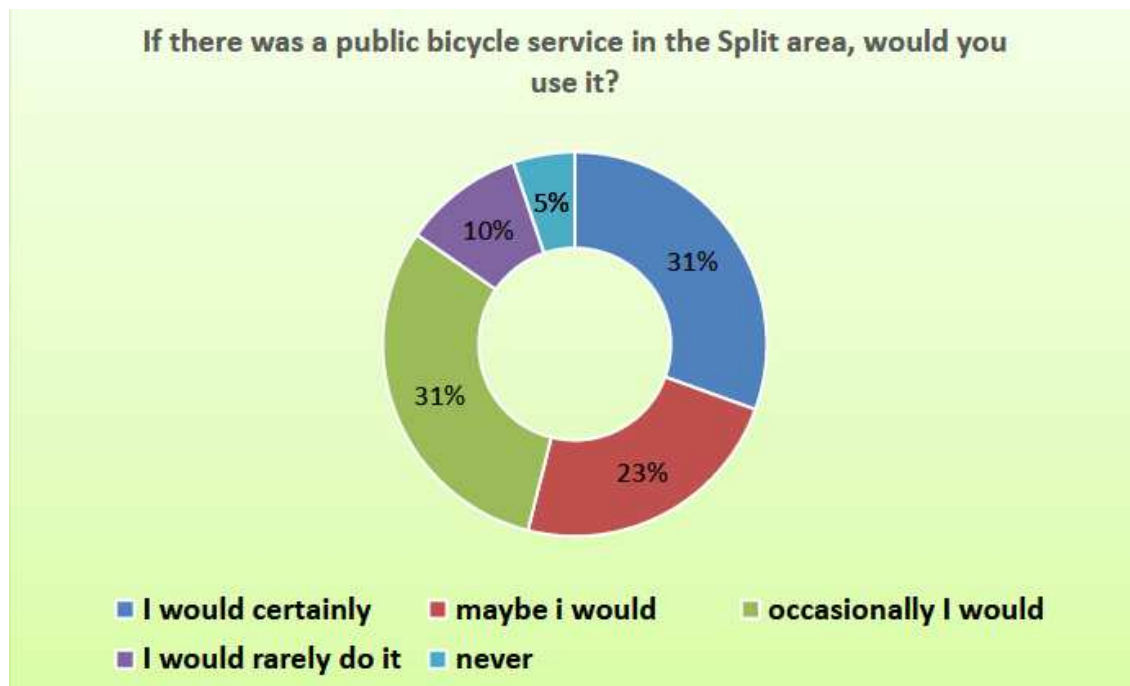


Figure 4.12 - CS Questionnaire. Use of available public bicycle service.

4.2.2. Events

4.2.2.1. 1st Workshop

About the event: “Open workshop with the citizens of the city of Split”, Split, 19 October 2017, organized by the City of Split in collaboration with Mobilita evolva.

Description of the event: The City of Split held open workshops with citizens of Split, on two locations, Campus area and Split downtown (Riva). In the framework of the workshop, the citizens of Split answered a survey questionnaire to collect data on travel habits of the Split residents and on the way they perceived the traffic system in the city. During the workshop, the public was informed and became acquainted with the fact that the City of Split was implementing the EU project REMEDIO including a pilot action to introduce the mixed contingent of common and electric bicycles, as a public transport solution in the city of Split.



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4.2.2.2. 2nd Workshop

About the event: Meeting/Workshop “PUBLIC BIKE SYSTEM IN SPLIT” for target groups of stakeholders within the project REMEDIO, Split, 28 June 2018, organized by the City of Split in collaboration with Driope Ltd.

Description of the event: The themes of the meeting/workshop were the presentation of the project REMEDIO and a panel discussion on the most important transport problems of Split. Special attention was paid on the system of public bicycles provided through the project REMEDIO. A participatory form of governance or inclusion of the general public in administrative and management processes was presented. The participants were encouraged to express their opinions and suggestions, commentaries and criticisms in order to contribute to the implementation of a public bicycle system management and sustainability plan. The participants of the meeting/workshop agreed that for a good system of public bicycles the locations of the bike stations must be well placed and distributed. Apart from well-deployed bike station locations, it is also necessary to have bicycle paths, because the system would not be easily implemented and maintained without the necessary infrastructure. The participants/stakeholders agreed that there were many ways in which the public bicycle system could improve. City of Split would create a working document to include suggestions for the public bicycle system as well as issues that would encourage better and more concrete communication between the managing body and the project stakeholders.



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4.2.2.3. 3rd Workshop

About the event: “Meeting/Workshop “SUSTAV JAVNIH BIKIKLI U SPLITU”, Split, 14 November 2018, organized by the City of Split.

Description of the event: A meeting with stakeholders was organized to define the details of the implementation of the bike sharing system in the city of Split. More specifically, the selection of bike stations locations for setting up a public bike sharing system in the city of Split was finalized and the Memorandum of Understanding document as important output of REMEDIO project was presented. The participants of the meeting/workshop agreed that the locations of the bike station should be approved by the urbanist of the City of Split, consented by the Department of Communal Affairs (Traffic), designated in the “GIS” system and selected locations should be provided with electricity connection by “HEP” (electricity service provider). The participants have concluded that the City of Split should bear all the costs in the bike sharing system setup phase and the additional costs (after the first year) will be borne by Split Parking Ltd that will take over the bike sharing system after the end of the project. It was suggested this information to be included in the Memorandum of Understanding document to be signed between City of Split and Split Parking Ltd.



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4.2.2.4. Open Days of EU Funds

About the event: "Open days of EU funds", Split, 1 June 2019, organized under a national level by the Ministry of Regional Development and EU Funds of Croatia.

Description of the event: The City of Split participated in the event where successful EU projects were presented to the general public. About 500 people acquainted themselves with the projects, including the REMEDIO. The event was used to further introduce the Public Bike Sharing System and REMEDIO Memorandum of Understanding to the interested general public.



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4.2.2.5. Opening of the Public Bike Sharing System in Split

About the event: "Opening of the Public Bike Sharing System in Split", Split (Riva Square), 11 July 2019, organized by the City of Split.

Description of the event: The opening event was held at the City Center Waterfront (main promenade) where one of the main bike terminals is stationed. The system was opened by the Mayor of Split, director of the City Utility Company "Split – Parking Ltd" (a City's partner in the implementation of the System and its future sustainability) and the Provider of the Bike System "Next Bike". The opening had a wide media coverage from the regional and local news providers. During the opening event, the participants took part in the short cycling route across the existing bike path near the City of Split's City Hall. This event was used to further introduce the Public Bike Sharing System to the interested general public.



4.2.3. Memorandum of Understanding

City of Split has signed a Memorandum of Understanding with the city's utility firm Split Parking Ltd, which will take over the management and maintenance of the public bicycle sharing system after the end of the EU project, to ensure long-term sustainability of the system.

The Memorandum was signed on 19 July 2019. It is devoted to describing the current status of traffic in Split and the possibilities for improving the situation in order to reduce the CO₂ emissions and traffic congestion while promoting the bicycle use as a mean of healthy and ecological transportation mode. Special attention is paid to the system of public bicycles in Split to be committed to the maintenance of Split Parking LTD upon completion of REMEDIO project.

The user target groups of the bicycle sharing system in Split are defined by the Memorandum as following:

1. Student and High School Population (desirable target group for the public bicycle system - two terminals are set up at Student University Campus; age and limited use of money make the bicycle a real option as a mean of transport; there are over of 20.000 students in Split which make a great long-term potential for attraction of new users).
2. Tourists (Split is a tourist town that annually makes over 2.5 million tourist overnight stays; the public bicycle sharing system can be an attractive means of transport for tourists who come to visit for a few days).
3. Total Citizenship of Split.

The public bicycle system can find its public but will survive only if it is shown as an efficient, profitable and pleasant public transport experience. To this end, the conditions for using bicycles should be changed first. This will also have a certain impact on the spatial planning of the city of Split, especially in building the new cycling paths, in order to make the public bicycles more efficient as an alternative mode of transport.

Although more expensive to maintain, electric bicycles are an important element of public bicycle systems. The reason for this is certainly the geographic position of Split as a relatively hilly town, making it difficult to use bicycles, especially for older generations. A larger amount of electric bicycles will be purchased from future projects, such as the SUTRA project (Interreg Italy-Croatia).

The application for public bicycle system greatly facilitates access and use of bicycles. The application would give information on how many bikes are available, how much time for bicycle users remains for individual use and similar things that make it easier to use the system.

The public bicycle system, as well as any form of transport, has the potential for development and other sectors of the economy and tourism even in smaller volumes. In this regard, a recreational tour can be designed together with food, drink and vacation stations and can further promote and maintain interest in public bicycles for both of local populace and also an increasing number of

tourists. This will have a great impact on both the city of Split's tourist offer and reduction of the increased traffic congestion, especially during the summer season.

4.3. Participatory Governance in Thessaloniki (TH)

In the framework of REMEDIO project, an important urban axis of the city of Thessaloniki that faces congestion issues has been studied. This axis extends from Ethnikis Antistaseos Av.- Vasilisis Olgas Av.-Vasileos Georgiou Str. (entitled East Horizontal Axis) and bisects the southeast part of the compact area of the city of Thessaloniki, connecting the airport with the city centre. With a total length of 6.2 km, it passes through two Municipalities, the Municipality of Thessaloniki, the central Municipality of the city, and the Municipality of Kalamaria in the south east compact area, with a population of 325,182 and 91,518 inhabitants respectively. It is one of the major commercial streets of the city, a locus of shops and retail, practically functioning as a linear centre of a wider compact built up area with high densities, which also expands linearly along this axis.

Based on the principles of Sustainable Urban Mobility Planning, a proposal for the integrated redesign of East Horizontal Axis that includes its upgrade with a 2nd generation bus lane has been put forward through a high participatory approach that included:

- the development of a vision for the axis,
- the identification of the objectives of the upgrade,
- a public consultation to record stakeholders' and citizens' opinions and suggestions,
- technical processing with relevant experts (academics and practitioners) of the city.

The integrated redesign of the selected urban axis has been formulated as an ongoing smart model, transferable to other urban axis.

The authorities, stakeholders and citizens were involved in all stages of the proposal for the redesign of the Eastern Axis of Thessaloniki with a step-by-step procedure described below.

4.3.1. Questionnaire Survey Addressed to Users

About the initiative: The questionnaire was focusing on the opinion of the users of the Thessaloniki pilot area regarding the REMEDIO goals and objectives. The questionnaire was available from the internet.

Main findings:

- 675 respondents: 59% commuters through the axis, 32% local residents and 9% working in the area (Figure 4.13).
- 59% of the commuters use their private car for their commuting and 31% public transport (buses).
- 60% of those working in the area use their car to go to work and only 22% use public transport (buses).

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- 30% of the commuters cross the axis in its entire length daily, 28% 3-4 times a week and 32% 1-2 times a week.
- 58% of the residents park their cars along the axis, 35% within their premises and 7% on a paid parking lot.
- 65% of those working in the area park their cars along the axis and 29% within the premises of their work.

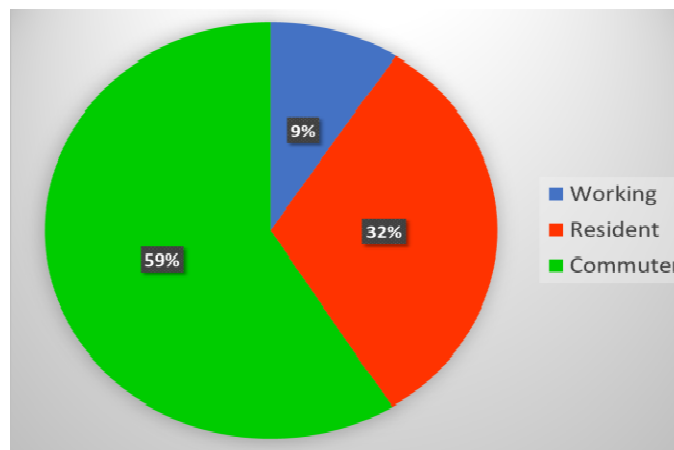


Figure 4.13 - TH Questionnaire (users). Respondents' profile.

The main advantages of the axis according to the respondents are the easy access to the city center, the good public transport service, the satisfactory daily shopping options, the safe movement for the residents, the direct proximity to the sea and the comfortable sidewalks (Figure 4.14).

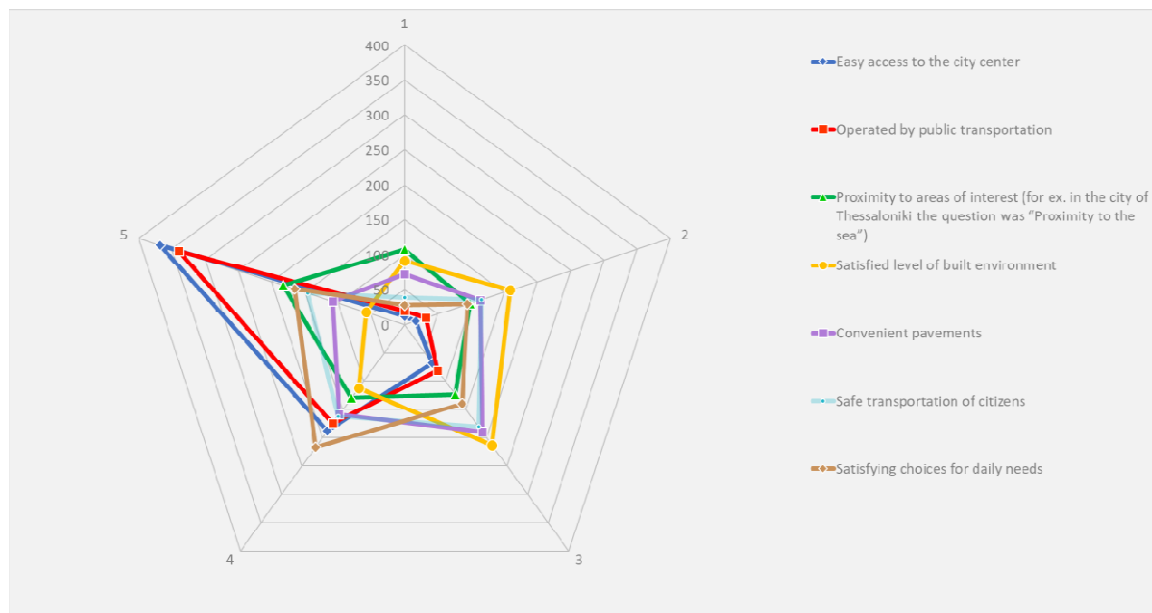


Figure 4.14 - TH Questionnaire (users). Advantages of the axis.

The main disadvantages of the axis according to the respondents are the traffic congestion (due to illegal parking), the air pollution that poses health problems, the lack of parking space and the noise pollution (Figure 4.15).

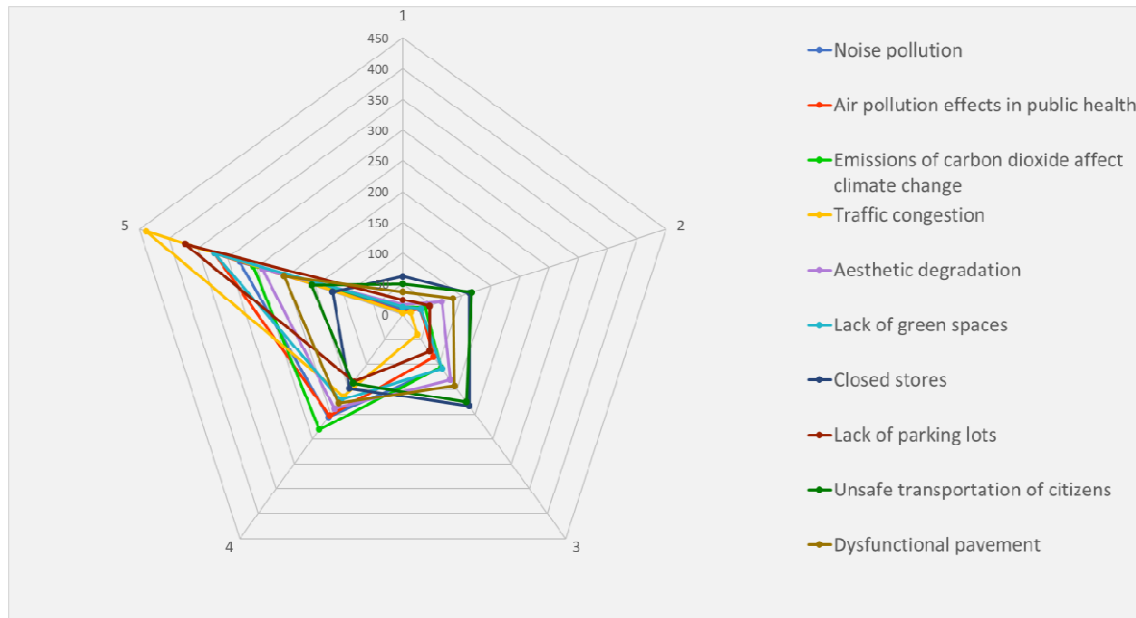


Figure 4.15 - TH Questionnaire (users). Disadvantages of the axis.

Main interventions proposed to improve the quality of life, work and commuting within the transit area of the axis are: the creation of new parking spaces in the available free areas of the area (85% of respondents), the regulation of the supplying of the stores (82%), the control of illegal parking (82%), the improvement of the operation and characteristics of the bus lane (81%) and the creation of new green spaces (79%) (Figure 4.16). Possible proposed interventions with more negative responses: the reduction of the width of the pavement (75%) and the pedestalization of the surrounding vertical roads (45%).

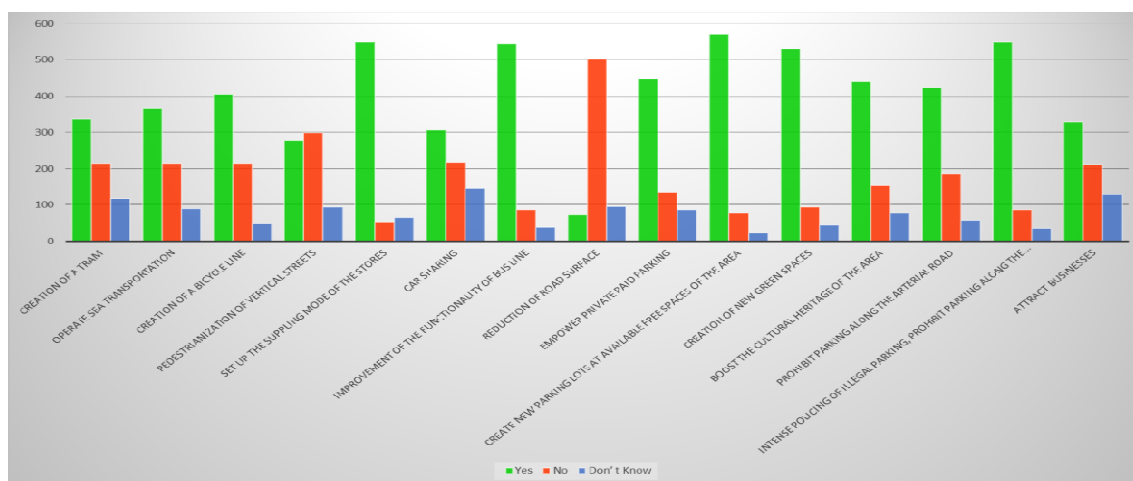


Figure 4.16 - TH Questionnaire (users). Proposals that will improve the surrounding area of the axis.

4.3.2. Questionnaire Survey Addressed to Entrepreneurs

About the initiative: The questionnaire was addressed to a sample of entrepreneurs who have their shops on the road axis. This was a more targeted questionnaire to owners or employees of local companies and was focusing on the main problems in the axis and their consequences as well as on their opinion and reaction regarding mobility solutions proposed within REMEDIO.

Main findings:

72% of the respondents have chosen this area for the location of their business due to the character of the area (main arterial road, easy access to the city center, served by public transport) (Figure 4.17).

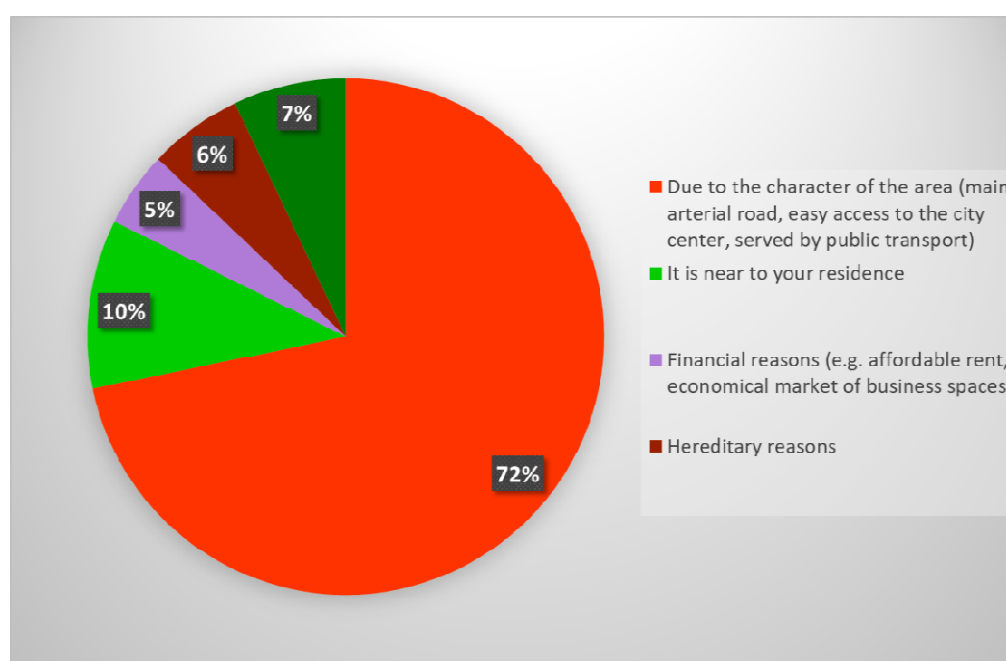


Figure 4.17 - TH Questionnaire (entrepreneurs). Reasons for locating their business in the axis zone

The main characteristics of the road axis according to the respondents are (Figure 4.18):

- i. positive opinion: easy access to the city center, public transport service, satisfactory daily shopping options,
- ii. negative opinion: satisfactory quality of built environment, Proximity to areas of interest (e.g. "Proximity to the sea").

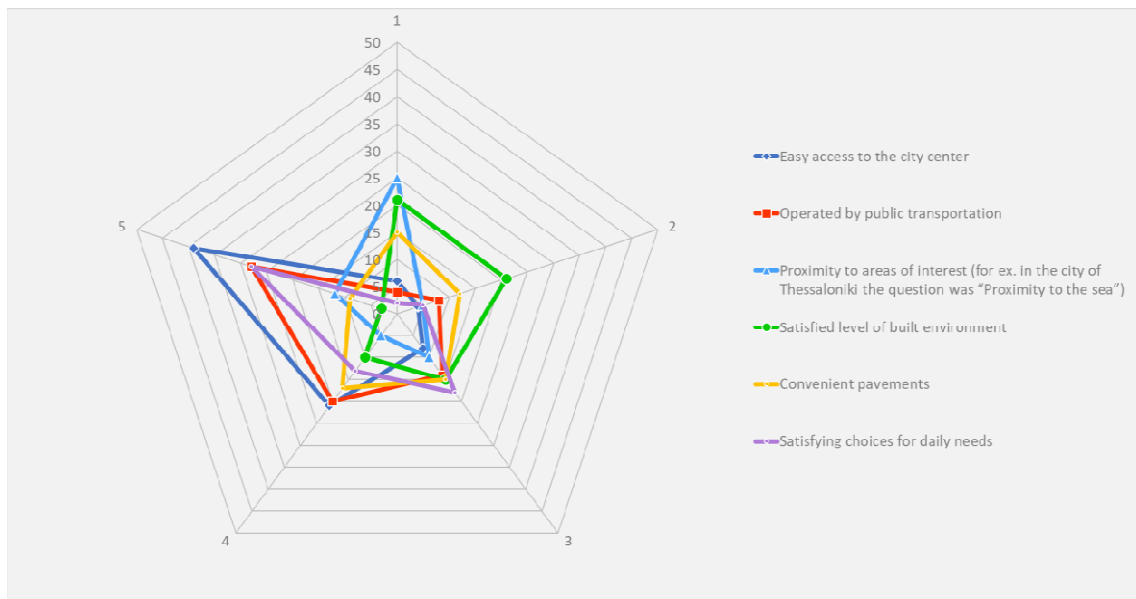


Figure 4.18 - TH Questionnaire (entrepreneurs). Advantages of the axis.

The results from the surveys highlighted the importance to record both the mobility patterns of the main users, as well as their attitudes and opinions about the axis under study. Understanding how the main groups of users (residents, local business, commuters) prioritize the advantages and disadvantages of the axis and the potential interventions for improvements was a crucial input for the participatory workshops that followed and a background information contributing to the need to learn people's use or reactions regarding the axis under study. This local knowledge was integrated into the redesign plans and the actions developed throughout the project in order to promote low carbon solutions.

The main disadvantages of the Eastern Horizontal Axis, highlighted in the results of both questionnaires, relate to the main scope of the project, that of promoting low carbon solutions in these types of road axis and therefore of the need to "redesign" the space these axes are covering. Air pollution and noise pollution scored the highest number of answers, whereas traffic congestion was scored higher by the general users but not the groups of the local businesses. At the same time, the fact that this axis is also a place of residence and work is the main reason that the respondents found equally crucial the lack of parking in the area. Closed shops and lack of green space were also pointed out as main disadvantages especially by the local businesses. The plurality in character of the Eastern Horizontal Axis is highlighted by the positive answers regarding its main advantages. The highest scores were recorded on aspects such as easy access to the city center, good public transport service, satisfactory daily shopping options, safe movement for the residents, direct proximity to the sea, comfortable sidewalks as well satisfactory as daily services options. Possible proposed interventions with the most positive responses were scored for the creation of new parking spaces, regulation of the stores supplying, control of illegal parking, improvement of the operation and characteristics of the bus lane and the creation of new green spaces, all parameters that relate to the project's main scope, that of finding low carbon solutions .

4.3.3. Events

4.3.3.1. 1st Workshop

About the event: “Redesigning the road together: AN INTEGRATED PARTNER AND PARTICIPATION PLANNING ACTION: PROSPECTS FOR IMPROVING MOBILITY, TRANSPORT, MOVEMENT AND PROTECTION POLICY IN THE EAST HORIZON AXIS OF THESSALONIKI”, Thessaloniki, 18 December 2017, organized by Metropolitan Development Agency of Thessaloniki S.A.

Description of the event: The aim of the Workshop was to build a common vision and strategy for the redesigning of REMEDIO pilot axis, titled “Eastern Horizontal Axis” of Thessaloniki, and in particular the preparation of the preliminary proposals for its redesign in view of its multifunctional axis, friendly to all users, in the perspective of sustainable urban mobility. Expected results of the laboratory were: a) the formation of one common vision / agreement on the nature/characteristics of the pilot axis, (b) in preliminary level the formulation of the redesigning solutions.

The workshop was attended by representatives of various departments of the Municipalities of Greater Metropolitan Thessaloniki area, the representative of the National Confederation of People with Disabilities (Local Branch), the 4th Municipal Community of Thessaloniki, the Union of Pedestrian Rights, the REMEDIO Action Club, the volunteers involved in the REMEDIO program and experts relevant with the issues of the project.

In the framework of the workshop, the main traffic data and urban environmental characteristics of the Eastern Horizontal Axis of Thessaloniki were presented, providing an outline of the physiognomy of the road that was selected as a pilot area for the city of Thessaloniki. MDAT S.A. proposed for further elaboration an initial vision of the pilot axis and ambition to become a multifunctional axis for all. The key vision was summarized in the phrase "Urban Operational Axis for All ..." proposing a polymorphic road axis to meet the needs of all users. The strategic goals of the vision as presented in the workshop were:

- Mobility,
- Improvement of sustainability,
- Highlighting the particular identity of the sections of the Eastern Horizontal Axis,
- Management of urban and commercial transportation (including city logistics),
- Accessibility.

All the participants agreed on the vision proposed and the importance of the strategic goals to be examined. A critical issue emerged from the discussion was the fact that selecting an optimal scenario for the redesign was quite difficult since the pilot axis has been a multi-featured axis covering a variety of daily needs. For this reason, it was suggested not to choose a single solution, but to combine more potential solutions by combining elements meeting the needs of users alongside the road axis.

With regard to the supervision of any interventions selected, the use of intelligent systems to address the needs of the axis was discussed, as continuous monitoring by the Traffic Police and the Municipal police was not sufficient enough, due to the volume of competences and lack of human resources, and this gap should be covered by electronic systems. Intelligent systems could not completely



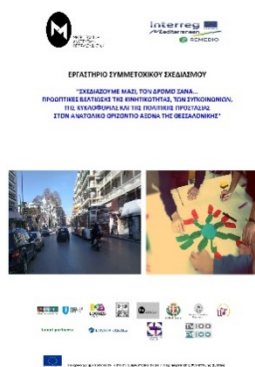
replace human presence in axis surveillance but

both approaches would be necessary.

4.3.3.2. 2nd Workshop

About the event: 2nd Participatory Workshop with the involvement of relevant experts (academics and practitioners), Thessaloniki, 28 February 2018, organized by Metropolitan Development Agency of Thessaloniki S.A.

Description of the event: The workshop was attended by practitioners and academics having an expertise on transport and urban planning. The main issue discussed was the alternative proposals for the redesign of the axis and the reallocation of the public space between the different users.



4.3.3.3. 3rd Workshop

About the event: “Cooperation Day on Standardized Repeatable Models of Urban Road Axis redesigning and the Promotion of their Implementation in Sustainable Urban Mobility Plans”, Thessaloniki, 17 July 2018, organized by Metropolitan Development Agency of Thessaloniki S.A.

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Description of the event: The main aim of the event was to inform the local audience, including local authorities, stakeholders, experts and general public about the final solution, as emerged through a participatory process, that will decongest one of the most crowded roads in Thessaloniki with high emissions and about the responsibilities of the local authorities to implement this solution. During the event, the potential of transferring REMEDIO methodology and knowledge in other similar urban axis was discussed. Present were local representatives from the area which was selected to be the transfer area and they declared that they supported this proposal. The methodological guide that was prepared within REMEDIO project in Thessaloniki included a roadmap of how such a transfer could happen. Moreover, it was underlined the meaning of REMEDIO project in Thessaloniki to be connected with Thessaloniki SUMP describing the process that was followed during the project and the connection of the methodology with SUMP methodology.



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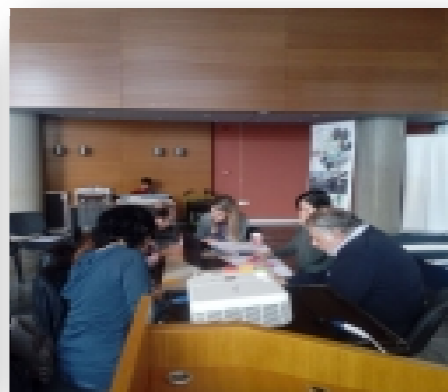
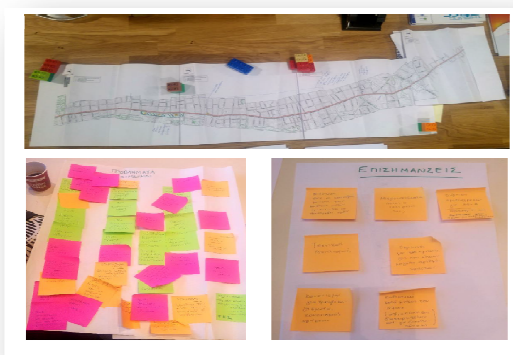
4.3.3.4. 4th Workshop

About the event: "Redesigning the road together: An Integrated Partner and Participation Planning Action: Prospects for Improving Mobility, Transport, Movement and Protection Policy in the East Horizontal Axis of Thessaloniki", Thessaloniki, 24 October 2018, organized by Metropolitan Development Agency of Thessaloniki S.A.

Description of the event: The aim of the workshop was to consult with the social stakeholders of the city and to deepen the practical aspects of four very important issues related to safety / accessibility, space attractiveness, smart technology solutions and parking issues, so that the scenario-proposal would respond to the best possible degree in these matters. The final proposal for the Redesign of the Eastern Axis of Thessaloniki was presented within the framework of the workshop resulting from participatory processes coordinated by the MDAT S.A.. During this process, citizens, organizations, authorities and scientists joined forces in the redesigning of the "Eastern Axis". All participatory processes resulted in the final proposal / scenario that prioritizes public transport, the pedestrian and the cyclist, thus contributing to the improvement of the atmosphere, the environment and the quality of life.

During the presentation of the final proposal for Redesign, a researcher of the Institute for Sustainable Mobility and Transport Networks stated that the proposal includes a set of important interventions that will relieve the road of chronic problems, illegal parking, road accidents, non-operational buses lanes, lack of bicycle paths, unsafe passage of pedestrians and people with mobility problems due to deficiencies in the existing sidewalks.

After the presentations, social stakeholders' representatives of the city participated in closed groups / workshops with themes of the Redesign framework. The thematic groups dealt with subjects of "Safety, comfort and freedom of movement", prospects for an attractive, functional public space, smart technology solutions and the creation a collaborative parking platform that will improve one of the major problems of the Axis. In concluding the day, all participants declared their intention of supporting further actions of Redesigning the Eastern Axis.



4.3.3.5. 5th Workshop

About the event: “Redesigning the Eastern Horizontal Axis: “From Planning to Implementation”, Thessaloniki, 14 December 2018 and 25 January 2019, organized by Metropolitan Development Agency of Thessaloniki S.A.

Description of the event: These participatory workshops had the shape of technical meetings that would allow the authorized bodies to understand and to engage the local scenario of REMEDIO and to add the relevant information needed for its potential future implementation. MDAT S.A. organized technical meetings/participatory workshops with local Municipalities’ representatives in order to discuss with them details regarding the “Redesigning of Eastern Horizontal Axis” proposal, that has been developed under REMEDIO project, and the potentials towards a signature of a MoU.

The meeting was attended by representatives of the Municipalities of Thessaloniki and Kalamaria, a representative from CIVINET CY-EL Network for Sustainable Mobility in Greece and Cyprus, from the Institute of Sustainable Mobility and Transport Networks (HIT) of the National Center for Research and Technology Hellas (CERTH), an active citizen (representing People with Disabilities) and members of the team from MDAT S.A.. During the meeting, the functional characteristics of the studied axis were briefly described as important traffic and urban planning component, since the urban axis articulates sections of dense urban fabric with many and varied functions and unites substantially the center of the urban complex with its eastern region and the airport.

The final solution which has been proposed, specifies a cross-section of two lanes of motorized traffic, a bus lane separate from the rest of the motorized traffic and the widening of the pavement, allowing for the inclusion of a two-way bicycle pathway and sufficient geometric features, according to the new technical guidelines of 2016, allowing for parking lanes and the passage of disabled persons as well as loading / unloading locations. Additionally, a series of intelligent technological solutions have been reported, which have been proposed from local stakeholders during the participatory path and investigated for (pilot) application along the axis in the future, such as electric vehicle charging, sensors for controlling violations, the city bus surveillance system, energy saving of street lighting, emergency and a civil protection system, a proposal for an integrated smart city platform and networking system for private, public and municipal car park stations and .Finally, the Head of MDAT S.A.’s Engineering Services Division, referred to one of the results of the multidimensional effort made within the framework of the REMEDIO project, the submission of Financing Request and a Proposal to the "Call for Proposals for the Preparation and Fast track Projects for Implementation / Co-Financing in the Programming Period 2021-2027" of the Ministry of Economy and Development.

4.3.3.6. 6th Workshop

About the event: “Co-operation assembly among city groups for the Redesign of the Axis”, Thessaloniki, 12 March 2019, organized by Metropolitan Development Agency of Thessaloniki S.A.

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Description of the event: This event was organized as an open meeting in which several city groups, active in promoting different aspects of the quality of life in city, were invited. At the very beginning, this event was supposed to invite users of the axis, this was not possible, for this reason, organized and not organized groups of people and NGOs were invited to present good practices and their experiences in the practices they implemented, in order to inspire the users and mainly the residents and entrepreneurs of the pilot area. All the city groups expressed their interest in the possibility of future implementation of the emerged proposal and this created the desire to engage them and to communicate with them the vision for the Redesigning of the Eastern Horizontal Axis of Thessaloniki and the potentials for the gained methodology of REMEDIO project to other urban axis of the city. All the participants expressed their experience in other participatory projects/initiatives of the city of Thessaloniki and a fruitful discussion closed the day with their expression of “commitment” and their engagement to REMEDIO project and the local proposal of the “Redesigning of the Eastern Horizontal Axis”.



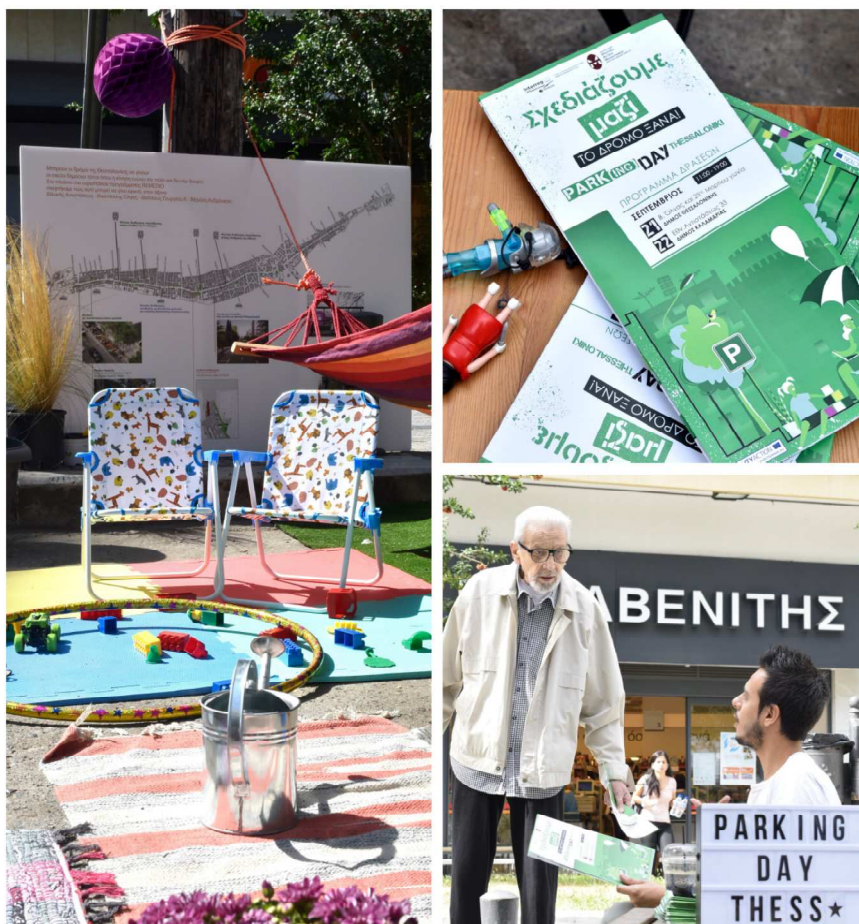
4.3.3.7. Open Space Events

About the initiative: a) Thessaloniki Park(ing) Day # 1”, Municipality of Thessaloniki, 21 September 2019, b) Thessaloniki Park(ing) Day # 2”, Municipality of Kalamaria, 29 September 2019, both organized by the Metropolitan Development Agency of Thessaloniki S.A.

Description of the initiative: The events responded to the question below: «What would the street and neighborhood look like if instead of parked cars was there green space for the citizens?». The idea behind these events was the active participation of the local citizens, residents, workers and commuters. These events were local participatory actions that tried to engage the local community and the local authorities, as a mix that would implement the vision for the Redesigning of the Axis, as set under REMEDIO project. During the events, two specific places alongside the pilot axis were converted to green spots. The participants came from all ages, families with young children, and

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adolescent, students, but also senior citizens, the latter group were really enthusiastic of the concept.



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4.3.3.8. Local Closing Event

About the initiative: “We Have Redesigned the Road Together Again”, Thessaloniki, 29 October 2019, organized by Metropolitan Development Agency of Thessaloniki S.A.

Description of the initiative: In the framework of the public event, the final results of the project for the redesign of the Eastern Horizontal Axis of Thessaloniki were presented including the environmental assessment, the participatory procedure and the stakeholders engagement with the signature of the Memorandums of Understanding.

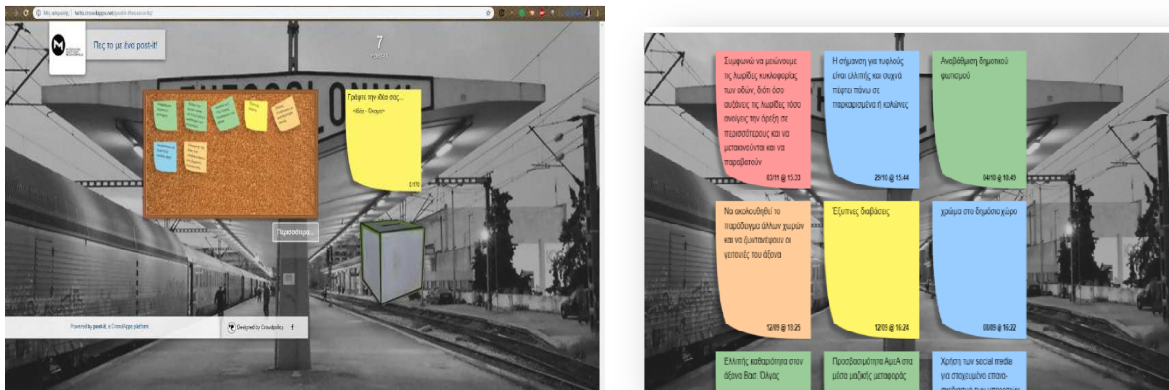


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4.3.4. On-line Application

About the initiative: “Post it”.

Description of the initiative: An application entitled “Post it” was used alongside the project implementation to allow a friendly “communication” for the proposal of the “Redesigning of the Eastern horizontal Axis”. The application was communicated in several occasions such as participatory events, assemblies of the project, TIF-HELEXPO etc.



4.3.5. Web-platform

About the initiative: Use of Metropolitan Developmental Thessaloniki consultation platform delivered to cover REMEDIO participatory needs.

Description of the initiative: For the purposes of the REMEDIO project and the participation of general public, stakeholders, experts, local authorities, three separate consultations were opened on the consultation platform of Metropolitan Developmental Thessaloniki using the hello.crowdapps.net tool.



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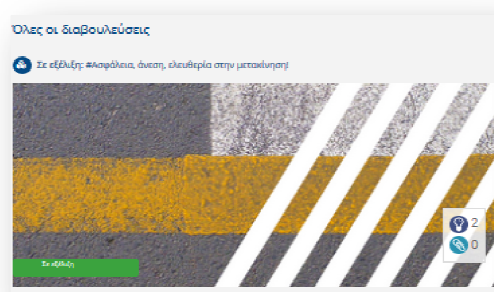
- Consultation n.1: Safety, comfort, freedom of movement
<http://hello.crowdapps.net/participation-thessalonikh/challenges/?c=45>



- Consultation n.2: Attractive, hospitable and functional public space
<http://hello.crowdapps.net/participation-thessalonikh/challenges/?c=42>



- Consultation n.3: Smart Technical Solutions
<http://hello.crowdapps.net/participation-thessalonikh/challenges/?c=47>



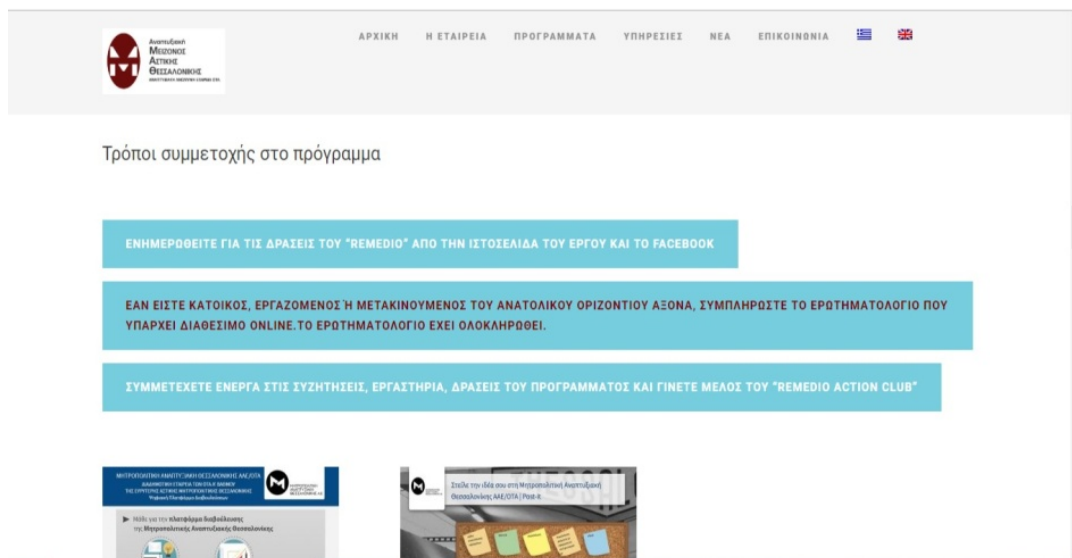
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Before the creation of the above-mentioned platform, a google form was used to record the opinions and comments of stakeholders on the alternative proposals for the axis redesign. The announcement of the consultation invited all the relevant stakeholders, public authorities and representatives from the social community to participate in the consultation. The online public consultation was open for about 10 days. About 20 representatives responded and selected one proposal from those proposed (5 plus 2 proposals).

4.3.6. Focus Group

About the initiative: REMEDIO Action Club.

Description of the initiative: The REMEDIO Action Club has been created as a volunteer group of people who have knowledge and/or interest on mobility, air pollution and urban planning. The club acts as a linkage between REMEDIO experts, relevant authorities, stakeholders and the general public. In this context, MDAT S.A. invited organized, formal and informal Volunteer Teams, students, experts, researchers, NGOs and any citizen who is aware of the issues involved in the REMEDIO project, to become a member of the REMEDIO Action Club. The establishment of the "REMEDIO Action Club" set the idea of creation of a voluntary group of people with knowledge on mobility and air pollution or the environment and together, and each one of them, through their academic or personal interest, would support the REMEDIO project as actively involved in the design and preparation of workshops planned during the project and would enhance the research topics of the project implementation.



4.3.7. Memorandums of Understanding

As a result of the participatory processes and surveys carried out within the REMEDIO project, public transportation and traffic flows, pollution and noise have been highlighted as important factors for the operation of the pilot area (Eastern Horizontal Axis of Thessaloniki). In order to achieve the expressed need of an overall redesigning of the road axis, by improving public transport, liberalization of axis from illegal parking, provision of free movement public spaces for pedestrians and incentives for organized parking places, bilateral meetings had been taking place. A 3-layer engagement path was followed which was constituted of regional and local authorities, social and economic actors and general public in order to arrive to sign specific MoUs and agreements.

4.3.7.1. MoU 1: Common Design for the Integrated Redesigning of the Eastern Horizontal Axis of Thessaloniki

The purpose of the MoU is to bring together stakeholders directly or indirectly to promote the implementation of the strategic plan and the proposal for a complete and integrated redesign of the Eastern Horizontal Axis that was formulated on the basis of the common vision and emerged through participatory planning processes and consultations in the context of the REMEDIO project.

The next steps towards the implementation of this vision require the preparation of a record of the required studies and a more precise identification of the conditions and requirements for the future implementation of the axis redesign sub-projects, as well as the short-term and medium-term innovative solutions for a final objective: the integrated redesigning of this urban axis - the Eastern Horizontal Axis of Thessaloniki - that is congested by traffic.

After a long period of discussions and consultation, the Municipalities of Kalamaria and Thessaloniki, involved in the project as associated partners, have taken the necessary decisions for signing the MoU, along with the Transport Authority of Thessaloniki S.A., the Centre for Research and Technology Hellas, the Egnatia Odos S.A., and MDAT S.A. and AUTH as REMEDIO partners and initiators of the axis redesign proposal.

4.3.7.2. MoU 2: Cooperation Agreement of Social Collectivities and Experts in the Framework of the European Project REMEDIO

The purpose of this Cooperation Agreement is to engage a group of individuals and collectives of the city interested in and seeking to utilize the knowledge, tools and solutions produced by the REMEDIO project to be applied to other major city urban traffic axes aiming in solving traffic problems and protecting the urban environment and equality in transport.

In addition, the Cooperation Agreement promotes and supports a participatory experiment for the complete and sustainable redesign of the main traffic axis of Thessaloniki city based on REMEDIO modules, methodologies and tools in order to transfer them to other axes of the city to become coherent and environmentally upgraded traffic axes for all the citizens.

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4.4. Participatory Governance in Treviso (TV)

In Treviso, the idea of a “Horizontal Condominium” existed even before the REMEDIO project. In the framework of it, the vision of sustainable urban mobility was supported with small-scale investments for the improvement of the bike sharing network of the city. After involving all critical actors, the following tools were utilised do as to arrive in the engagement of them.

4.4.1. Questionnaire for Students and Children of West Road Neighborhood

About the initiative: As a startup activity of the educational path with the 11 schools of the West Road neighborhood, a questionnaire had been submitted to the students and their families, mainly focusing on their daily mobility behavior and about their awareness about environmental problems of the area.

The survey was carried out by a double modality: by a link in a dedicated web page for each schools and by written questions posed by the teachers to the family of the younger children.

223 compiled questionnaires were collected from parents of children from 3 to 14 years old, whereas 117 from students of the high schools (see this link for a complete relation to the work: http://www.arpa.veneto.it/servizi-ambientali/educazione-per-la-sostenibilita/file-e-allegati/remedio/Progetto%20REMEDIO%20 RELAZIONE_adattata%20per%20pubblicazione.pdf)

Questions were about distance between home and school, the travel mode to go to school and for the leisure time as well, the perception of any environmental problem of the neighborhood.

Main findings: In the following graph the answers about: “By which mean do you go to school?” are reported for the older students. Answers were to give classifying by frequency: always (sempre), often (spesso), sometimes (qualche volta), rarely (raramente). Means to choose from: car (auto), bicycle (bici), bus (autobus), on foot (piedi), motorcycle (moto/motorino). The answers are reported in the following graph.

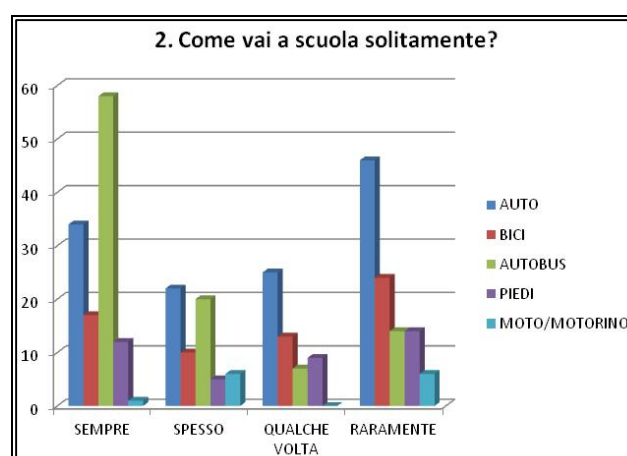


Figure 4.19 - TV Questionnaire. Mean for school movement

Another question was: “Which mean do you use for leisure activities?”, with the same classification by frequency and means to be given.

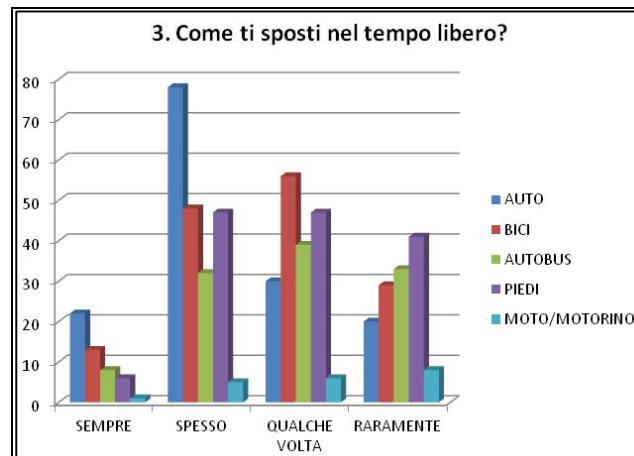


Figure 4.20 - TV Questionnaire. Mean for leisure activities

In the following pie graph, the answer to the question: “Are you worried about air pollution in your neighborhood?”, with answers to be chosen from: Not at all (per niente) 19%, a little bit (un po') 34%, not very (abbastanza), very (molto), very much (moltissimo).

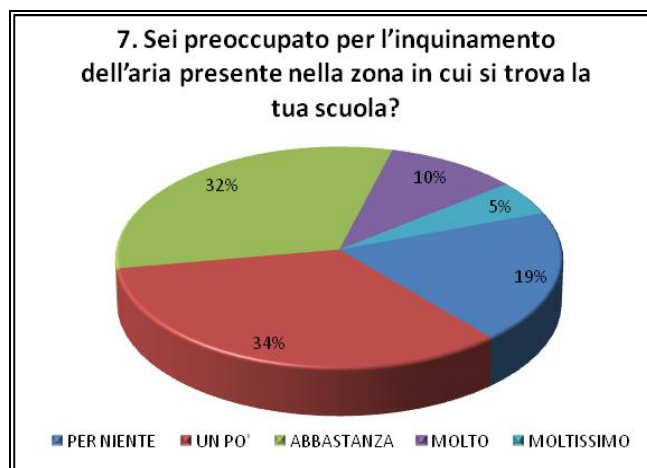


Figure 4.21 - TV Questionnaire. Air pollution concern

The outcomes of the survey were then used for understanding the level of maneuvering for promoting soft mobility in the context of the school communities of West Road, as well as starting point to discuss with children and students about behavior friendly for air pollution.

4.4.2. Events

4.4.2.1. Seminar for the Business Operators of West Road

About the event: West Road “Horizontal Condominium” kick off seminar, Treviso, 23 June 2017, organized by the Municipality of Treviso.

Description of the event: Municipality of Treviso had been promoting the “Horizontal Condominium” approach even before the approval of REMEDIO, under the initiative “I love Strada Ovest in A class”, with a particular emphasis on the Sustainability Energy issues for Climate Change adaptation. The Treviso Municipality kicked off the idea of the “Horizontal condominium”, inviting all the business operators of the pilot area to participate in a seminar where the local associated partners of REMEDIO were invited as well (Environmental and Energy Departments of Veneto Region, the Province of Treviso, Villorba Municipality, Metropolitan area of Venice, Association of Artisans Marca Trevigiana). During the seminar Municipality of Treviso and ARPAV presented the possible advantages and potentialities of joining a no profit association lobbying for the “Horizontal Condominium” of West Road specifically addressed to the enterprises, societies & private owners along the pilot axis and their needs.



4.4.2.2. Workshop with Young Generation

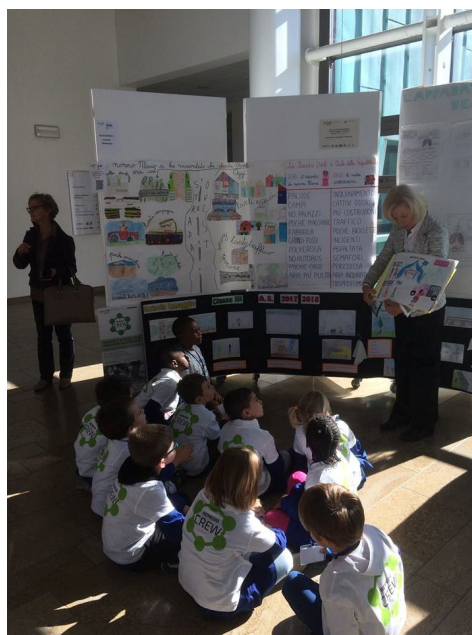
About the event: “Sustainable Mobility with REMEDIO: Students of West Road discuss their ideas to the city”, Treviso, 2 October 2018, organized by the Regional Agency for Environment Protection in Veneto Region in collaboration with ISIDE Network and Treviso Province.

Description of the event: The participatory workshop was organized as final event of the REMEDIO educational paths with the participation of schools in the neighbourhood of the pilot road in Treviso, the so called West Road, namely via della Repubblica. At the event, there were about 300 students, from kindergarten to second grade high schools, with their teachers, ISIDE network trainers, local

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authorities and ARPAV staff. The event was the occasion for the students to present their vision for urban mobility in West Road to local authorities and the public. Moreover, the activities developed during the educational path were presented, as well.

The main objective of the educational paths was to raise awareness in children and young people about air quality, noise pollution and the environment where they live, with the help of teachers and educators. Each student had been invited to reflect on the daily behaviors that they can put into practice to contribute to the reduction of atmospheric pollution and to improve environmental quality. Parents and family were involved by surveys on mobility habits. Participatory educational activities was coordinated with the territorial reality and the experiences already in place in the territory, in particular the collaboration with SIDE (<http://www.reteideambiente.it>), a network of schools and trainers working in Treviso area promoting energy saving and environmental awareness. The result of students working groups was a final action plan with the proposals discussed and shared within the participatory process. Building a shared vision is clearly a fundamental step towards behavior change, much more when the people involved are the young generation, the citizen of the future.



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4.4.2.3. Awareness and Promotion Campaign

About the event: “With REMEDIO West Road becomes Green”, Treviso, 10 November 2018 organized by Treviso Municipality in collaboration with the Regional Agency for Environment Protection in Veneto Region.

Description of the event: An awareness and promotion campaign of the new bike sharing service in West Road just opened was organised. The bike sharing system was officially inaugurated on 10 November 2018 and includes 9 stations and 50 bicycles funded by REMEDIO for the extension of the citizen bike sharing to the entire route of Strada Ovest.



4.4.2.4. Workshop/Capacity Building Local Final Event

About the event: “Paving the way to new ideas: The Horizontal Condominium of West Road”, Treviso, 2 October 2019, organized by Treviso Municipality in collaboration with the Regional Agency for Environment Protection in Veneto Region.

Description of the event: The event was mostly targeting at raising the awareness and interest of local actors and communities toward the Horizontal Condominium entity of the West Road. Invited

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speakers representing authorities, experts and social actors addressed topics and shared experiences relevant with the sustainable urban mobility.



4.4.3. Memorandum of Understanding

In Treviso, the participative entity of the “Horizontal Condominium” was officially established in October 2017 with a Memorandum of Understanding signed by three main authorities. The Municipality of Treviso, the Municipality of Villorba and the Province of Treviso constituted a no profit Association committing themselves in implementing energy savings and mobility interventions along the so-called "West Road".

The purpose of the Memorandum of Understanding is:

- to promote sustainable economic development of the road axis called West Road;
- to create a working community (new governance);
- to develop and implement one local strategy;
- to start a process of energy management and economic and environmental development of the entire road network, in collaboration with the city institutions.

Once the legal framework of this entity was established, the Municipality of Treviso went on further studying how to enlarge the initiative to other strategic stakeholders and how to effectively engage other actors in this enterprise. The main target focused for the recruitment of the commercial and business owners group, because of the specific commercial vocation of the Road. Ownership has been identified as the key for a successful urban requalification and revitalization of this peripheral road. Similarly, to the original slogan “I love West Road in A Class”, launched as almost a provocative label to propose the adhesion to the vision of a low carbon society.

Therefore, the Municipality of Treviso has decided to identify, among the successful local commercial operators, some witnesses for the establishment of the "Horizontal Condominium Association", assuming the necessary management for the extension of the MoU to other actors and colleagues by sharing a common plan for the definition of medium-term actions aimed at revitalizing the road. This

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further process started on August 2018 with a public call for founding members of the Association and in the period October - November 2018 brought together twelve candidates as “founding fathers of Association”. Latter, Treviso Municipality provided them with a brief training and information on the aims of the European REMEDIO project and the role of the Association in materializing the idea of the "Horizontal Condominium", on the activities to be put in place and on the need to elect the governing council which was constituted by 7 Councilors who then elected the President.

The “Founding Fathers of Association”, on 11 November 2018, therefore deposited and registered, at the Inland Revenue Office, the Constitutive Act and the Statute of the Association "I love West Road in A class" and received the “fiscal code n.4163510269”.

The project of citizen engagement and communication has been performed with the aim of strengthening the strategies of involvement in support of the Association, consistent with its statutory purposes. A professional company in the field of communication and promotion has been assigned the task to support the Association in promoting change towards environmental sustainability, taking on the role of facilitator in this process, through:

1. the involvement of stakeholders and citizens who are orbiting around West Road; the activation of social innovation processes, promotion of debate and cultural in-depth analysis on the theme of environmental sustainability,
2. making proposals for innovative solutions for the change towards environmental sustainability that can be implemented by the Association in the medium and long term,
3. the design and implementation of a communication plan for the Association's activities.

The results (outputs) achieved are listed below:

Action 1 - Concrete actions to involve stakeholders and citizens who are orbiting around West Road:

- identification and mapping of actors that can be involved in the reference area (update in respect to the previous map done by the Municipality),
- public event of the initiative:

a invited speech by Ing. Paolo Pierobon, as testimonial of the Horizontal Condominium initiative in the [e]Design festival edition 2019 in Treviso has been made on the 20th of October 2019. About 50 people attended the event.



- creation of a website dedicated to the Association's initiatives:

At the address <https://ilovestradaovest.it/>

is on line since late August 2019 the website promoting the Association.

In the period 1 September - 31 October, 2 newsletters were sent out presenting the Association and conveying the message of the benefits of belonging to the community and becoming active members and supporters of the "I love West Road class A" brand; in addition, local opportunities and events have been proposed towards a low carbon lifestyle.

- forums and social media for the Association:

A Facebook account has been created at <https://www.facebook.com/ILoveStradaOvest/>

The Social media account is used as important tool for spreading the news about local initiatives of the Association or events in the area with interests and meanings in line with the main purposes of the Association..

Within the Facebook account a discussion group has been opened for collecting suggestions and comments by the citizens. The discussion group will go on working even after the end of the project under the moderation by the Municipality of Treviso staff of its environmental and traffic departments.

- Video interviews with founding members of the Association:

REMEDIO project is co-financed by the European Regional Development Fund

Four founding members of the Association “I love Strada Ovest in Classe A” have been recorded as testimonials of the importance to support and subscribe to the Association in order to work for a better low carbon future of the West Road. Their interviews have been published on the Association website and Facebook account inviting other citizens and business operators living along the road to do the same, as in a sort of word-of-mouth game.

Their interviews are at the following links:

<https://www.youtube.com/watch?v=Dn8BncKjAzI>

<https://www.youtube.com/watch?v=olj2IEo0NfE>

<https://www.youtube.com/watch?v=gcObbUM0IZw>

<https://www.youtube.com/watch?v=9Fnzd-oJHuQ>